

Sales Management

THE MAGAZINE OF MARKETING

Spring Examination for Sales Executives

Page 36



A Heart-to-Heart Talk With a New Salesman

Page 74

Also in this Issue:

Quicken Your Collections with Quotations Page 62

How Can We Get More Horsepower
Out of Our Advertising Dollars?

Page 96



*What you know that your salesman
doesn't know can hurt you!*



...is set up to help fix this!

TRAINING ASSISTANCE • MOTION PICTURES • SLIDEFILMS • LIVE SHOWS • VISUALIZATIONS • PRESENTATIONS

OFFICES

NEW YORK 19
1775 Broadway

DAYTON 2
310 Talbot Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
Gateway Center

CHICAGO 1
238 N. Michigan Ave.

HOLLYWOOD 28
5746 Sunset Blvd.



AND AWAY WE GROW!

**During January, February
and March the Journal-American
gained over 1/2 million lines of
retail advertising—far more than
any other New York newspaper**

... continuing the Journal-American's 1954 growth of
over a million lines of retail advertising, the largest
increase of any New York newspaper.

NOTE: Gains based on total retail advertising lineage, daily and Sunday.
Source: Media Records

it's better in the evening and its best in the

Journal NEW YORK **American**
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

APRIL 15, 1955

Home Appliances For Sale?

**823,438 Elks
are home owners**

Elks are financially able to buy the latest appliances that make for better living.

76% own their own homes.
\$17,000 is the average market value of their homes.
40% have a home workshop.

As leaders in the business and social life of their community, Elks are proud of their homes. You can reach this rich market only in The Elks Magazine.

Get the whole picture about 1,000,000 Elks (ABC). See the new Ross Federal Report packed with facts about Elks and their magazine.

THE Elks MAGAZINE
New York Detroit
Chicago Los Angeles

**GRAND RAPIDS
MICHIGAN**

**HERALD
ONE OF
TOP 50
SUNDAY NEWSPAPERS
IN 1954!**

13th- in Automotive Advertising
24th- in Dept. Store Advertising
32nd- in Retail Advertising
38th- in Financial Advertising
38th- in Total Display Advertising
50th- in Total Advertising

A MEMBER OF
**FEDERATED PUBLICATIONS
INCORPORATED**

Represented Nationally by
SAWYER • FERGUSON • WALKER • COMPANY
NEWSPAPER PUBLISHERS REPRESENTATIVES

Sales Management

CONTENTS

APRIL 15, 1955

ADVERTISING

How Can We Get More Horsepower
Out of Our Advertising Dollars?

Answer: We can do a much better job of gearing advertising into the process through which we manufacture sales. Study this analogy between a sales assembly line and a factory assembly line. It may alter your aged-in-the-wood opinions about advertising, how it works, why it doesn't work better.
By John D. Yeck, Yeck and Yeck 96

G-E Launching Campaign to Bolster
Public Confidence in TV Service Men

Pre-campaign merchandising increases tube sales 30%; unique 9½-page ad in "Look" to list 5,531 dealers 54

Be Honest! Call Co-op Ad Deals
Special Discounts, Not Advertising!

You can stay out of cooperative advertising hot water if you face up to the real meaning of co-op ads, argues Mr. Cumming. You can be sure, too, that dollars assigned to advertising are being used for effective advertising.
By James C. Cumming, Vice-President, Anderson & Cairns, Inc. 88

CREDIT

Quicken Your Collections with Quotations
By Harold F. Horstmeyer 62

DISTRIBUTION

Behind Tandy's Tripled Sales:
Cost-Controlled Retail Stores

This maker of leathercraft for hobbyists is expanding under an unusual plan: Store managers are co-owners of outlets, share profits with the company. All stores benefit from management and promotional services from headquarters.
By Charles Tandy, Vice-President, Sales, Tandy Leather Co. 104

GENERAL

Mr. Per Capita:
Profile of a Statistical Man
By R. P. Van Horn 56

GENERAL MANAGEMENT

Afraid to Junk a Going Line?

Papercraft threw out its prosperous war baby and replaced it with a line of gift wrappings. Sales have increased fourfold. One hundred thousand retailers, serviced by 3,000 wholesalers, have taken the place of 11,000 dealers.
By Joseph M. Katz, President, Papercraft Corp. 82

MARKET DEVELOPMENT

Sales Doubled When Ingram
Analyzed Its Limited Market

Only a relatively small proportion of families know, like and eat Mexican-type foods. Big question: What could a small company do to find its prospects, strengthen its distribution in the right places, improve its sales promotion?
By Elsa Gidlow 110

SALES MANAGEMENT

**How Dowell Balances
Engineering Skills
With Sales Know-How**

This company, selling services and products largely to the oil industry, is prospering because it has learned to apply to a technical operation the most important fundamentals of salesmanship and sales promotion.

By Eugene Whitmore 44

MARKETS

New Home Building in Metro Areas
Exceeds National Non-Farm Average 112

PACKAGING

Variety Stores Pick
Best Packages of 1955 42

PERSONAL DEVELOPMENT

Spring Examination for Sales Executives
By Arthur A. Hood 36

RESEARCH

How to Double Your Returns
From Dollars Spent for Sales Research

A well-known research director shows how the products of an organized program of research can serve as effective management tools not only for the sales department, but for all other major departments. Are you using it well?

By W. W. Heusner 114

Washington Has Answers for You

If you are interested in regional differences, market preferences, and basic industry statistics.

By Jerome Shoenfeld, Washington Editor 92

SALESMANSHIP

A Heart-to-Heart Talk
With a New Salesman

Know yourself. Learn how to be a good personal manager. Carry out a systematic plan for self-improvement. And never forget that your success depends primarily on your ability to build confidence in yourself and your company.

By Dick Tullar, Los Angeles Manager, Cresmer & Woodward, Inc. 74

Discretion Wears the Cloak of Silence

By John M. Wilson, Vice-President, Sales, The National Cash Register Co. 58

How Can You Trail and Spear Buyers
In Detroit's "Automotive Jungle?"

By Lawrence M. Hughes, Feature Editor 49

SALES TRAINING

How Ethyl Demonstrates Quality 40

DEPARTMENTS AND SERVICES

Advertisers' Index	119	Marketing Pictographs	65
Comment	27	Sales Trends (Industrial)	117
Executive Shifts	117	Scratch Pad	120
Human Side	20	They're in the News	38
Letters	8	Trends	33
"Lost Sale" Quiz	118	Worth Writing For	80

**Again an Inspiring
All Time Record...**

11,322

**ADVERTISERS
PLACED**

42,293

**ADVERTISEMENTS
WITH THE HELP OF**

1,608

**ADVERTISING
AGENCIES**

**in 1955 Annual Edition of
THOMAS REGISTER**

The Record Speaks for Itself!

**READERSHIP-ZERO
BUYERSHIP-100%**

It Really Pays to Advertise in...

**THOMAS
REGISTER**

96% PAID CIRCULATION

**Thomas Publishing Company
461 Eighth Avenue, New York 1**



The **CHRONICLE**
ALONE . . .
can do the job!

as proof . . .
in 1954 **760** GENERAL AND
AUTOMOTIVE ADVERTISERS
with 1,151,567 lines . . .
used The **CHRONICLE**
EXCLUSIVELY!

The **CHRONICLE** had
4 times as many exclusive
accounts as the **POST!**
over **20** times as many exclusive
accounts as the **PRESS!**

THE REASON . . . *Results!*

Source: Media Records-Year 1954

THE HOUSTON CHRONICLE

THE BRANHAM COMPANY—National Representatives

42 CONSECUTIVE YEARS OF LEADERSHIP
IN ADVERTISING AND CIRCULATION



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
EXECUTIVE EDITOR.....A. R. Hahn
MANAGING EDITOR.....John H. Caldwell
FEATURE EDITOR.....Lawrence M. Hughes
ASSOC. MANAGING EDITOR Philip L. Patterson
ASST. MANAGING EDITOR Robert C. Nicholson
SENIOR ASSOCIATE EDITOR.....Alice B. Ecke
ASSOCIATE EDITORS.....Harry Woodward
Judith Racht
CHICAGO EDITOR.....David J. Atchison
WASHINGTON EDITOR.....Jerome Shoenfeld
DIRECTOR OF RESEARCH.....Jay M. Gould
ASST. DIRECTOR OF RESEARCH.....Alfred Hong
CONSULTING ECONOMIST.....Peter B. B. Andrews
COVER ARTIST.....Ralph Castenir
COPY EDITOR.....Amy Lee
PRODUCTION MANAGER.....Mary Camp
ASST. PRODUCTION MANAGER.....Allene Welsburg, Virginia New
READERS' SERVICE BUREAU.....H. M. Howard
EDITORIAL ASSISTANTS.....Ingrid Larson,
Ann Di Lallo

ADVERTISING SALES

SALES MANAGER.....John W. Hartman
ASST. TO SALES MANAGER.....Carolene Cioffi
SALES PROM. MGR.....Christopher Anderson
ADVERTISING SERVICES
MANAGER.....Madeleine Singleton
RECORDS & RESEARCH.....Ellen Knauff
PRODUCTION.....Patricia Simon
DIVISION SALES MANAGERS
NEW YORK 16, N. Y. (386 Fourth Avenue;
Lexington 2-1760): W. E. Dunsby, Wm.
McClanaghan, Randy Brown, Jr., Gerald
T. O'Brien.
CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael, Thomas S. Turner.
SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419; Woodland 23612):
Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
ASSISTANT DIRECTOR.....Edward S. Hoffman
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$15.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production office: 1208 Land Title
Bldg., Philadelphia 10, Pa.; Philip Harrison, Gen-
eral Manager; Robert Letwin, Editor.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.,
W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorpo-
rated PROGRESS, is published semi-monthly on
the first and fifteenth except in May, September
and November when it is published on the first,
tenth and twentieth. Affiliated with Bill Brothers
Publishing Corp. Entered as second class matter
May 27, 1942 at the Post Office, East Stroudsburg,
Pa., under the act of March 3, 1879. Publication
(printing) offices: 34 North Crystal St., East
Stroudsburg, Pa. Address mail to New York office.
Copyright April 15, 1955 by Sales Manage-
ment, Inc.

Member



April 15, 1955

Volume 74

No. 8

FOOD PRODUCTS—

All-purpose shortening, baby foods, bacon, baking mixes, baked beans, bread, candy, cat food, chili con carne, canned chicken, branded Chinese foods, coffee, cookies, cooking or salad oil, canned corn, cottage cheese, corned beef hash, graham and soda crackers, cranberries—fresh and sauce, dessert powders, dietetic fruits and vegetables, dog food, flour, frozen foods, frozen orange juice, canned fruit and vegetable juices, hot and cold breakfast foods, jams, jellies and preserves, ice cream, liver sausage, canned luncheon meats, margarine, macaroni and spaghetti, milk, canned peas, potato chips, rice, salmon, dry soup mixes, tuna fish, wieners, peaches, canned sardines, sugar, meat sauce, refrigerated ready to bake biscuits.

SOAPS, ALLIED PRODUCTS—

Powdered bleach, bleaching fluid, deodorizers, disinfectants, laundry starch, scouring cleansers, soaps and cleaning agents for dishes, fine fabrics, hardwood floors, household laundry, linoleum or tile floors, painted walls and woodwork, rugs and upholstery, toilet bowl cleaners, floor wax, scouring pads, toilet articles purchased in grocery stores.

DRUGS, TOILETRIES—

Deodorant, facial cream, facial tissues, hair spray, hair tonic or dressing, hand cream, hand lotion, headache remedies, lipstick, nail polish, home permanent waves, safety razor blades, shampoo, electric shavers, shaving cream, tooth paste, tooth powder.

BEVERAGES—

Cordials, gin, grape brandy, rum, scotch, vermouth, whisky, wine, beer, soft drinks, prepared cocktails.

HOMES, APPLIANCES—

Clothes dryers, cooking ranges, home food freezers, dishwashers, garbage disposers, home heating, home improvements, owners and renters of homes, power lawn mowers, power tools, planning to build or buy, room and outside painting, portable radios, refrigerators, television sets, washing machines, mattresses, carpets and rugs.

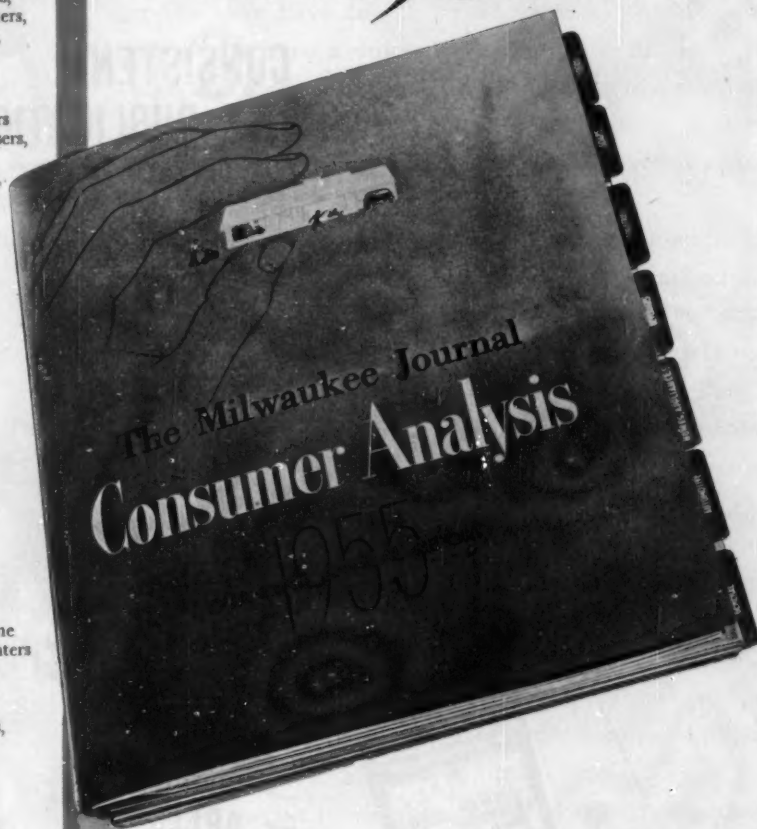
AUTOMOTIVE—

Antifreeze, batteries, make and model car owned, gasoline, motor oil, tires, spark plugs, ownership and make of second car in family, planning to buy.

GENERAL—

Cellulose sponges, cigarets, cigars, composition of families, foundation garments, brassieres, nylon hosiery, pipes and pipe tobacco, paper towels, aluminum foil, paper napkins, toilet tissue, wax paper, family income, employment, life insurance, outboard motors, stocks and bonds, wrist watches.

Buying Habits in 1955



Here's the up-to-date picture of consumer buying habits in a metropolitan market of **300,000 households** and a **million population**. It's the 32nd annual report of America's original Consumer Analysis — telling what, when and where Milwaukee people buy; their brand preferences and product usage; ownership of cars, appli-

ances, homes, and their economic status. This information, all gathered since January 1, 1955, again shows the competitive positions of more than 2,000 brands, shifts in buying habits, dealer distribution of brands and comparisons with past years. Write for this report on local marketing and buying factors which influence your sales in the Milwaukee market.



THE MILWAUKEE JOURNAL

National Representatives, O'Mara & Ormsbee, Inc.

New York

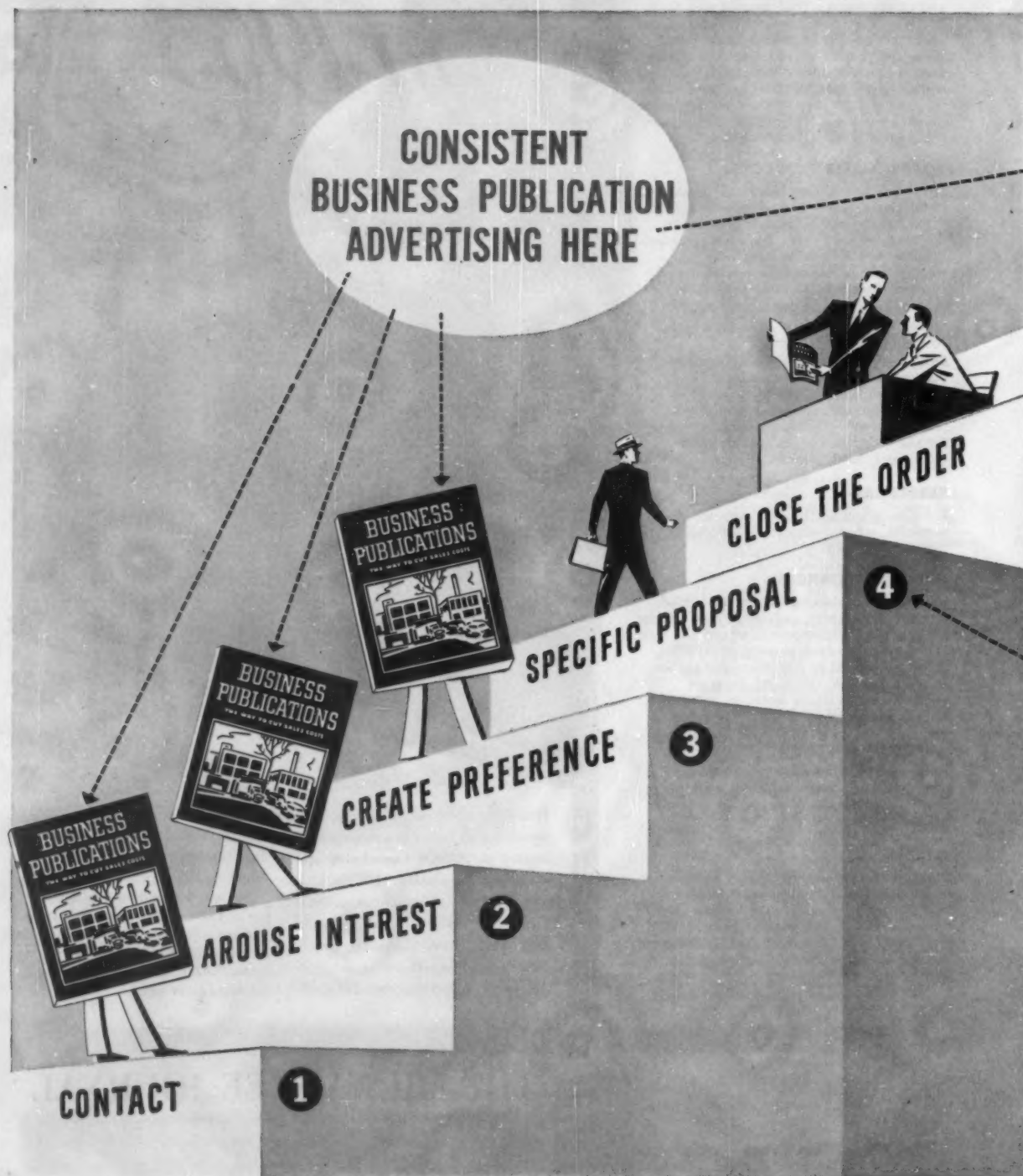
Chicago

Detroit

Los Angeles

San Francisco

SIX SALES STEPS...



● Four For Pennies and Two For Dough



The front line function of your salesman is to make sales. To do this—when the product sells to business and industry—he may have to sell anywhere from three to six people who have a voice in buying decisions. Each of these men must be contacted and interested to a point of preference for your product before the salesman gets to the pay-off steps. And this build-up is costly and time-consuming.

The efficient, economical answer to the problem is to use Business Publication Advertising to find and condition prospects so your salesman can devote his valuable time and talent to making the specific proposal and closing the sale. We call such advertising “Mechanized Selling,” because it multiplies and speeds up sales effort. At pennies per contact, it acquaints prospects with your product or service and keeps them sold after the sale.

When you consider that the average industrial sales call costs over sixteen dollars, it pays to provide the salesman with the inexpensive advertising help that will enable him to get more done with less leg work and waiting time . . . that will make his sales calls more productive . . . that will lessen the chance of losing an order because of failure to contact a hidden buying influence.

More specific information on the industrial salesman’s working time—plus a chart for measuring his calling power—is available in a McGraw-Hill booklet entitled “How Many Accounts Can Your Salesman Handle?” Ask your McGraw-Hill man or write Company Promotion Department for a copy.



McGraw-Hill
PUBLISHING COMPANY, INC.



330 WEST 42nd STREET
NEW YORK 36, N. Y.



Over a million men in business and industry pay to read McGraw-Hill Publications

To sell the engineered construction markets, your best buy is CIVIL ENGINEERING

- 1 90% of CIVIL ENGINEERING'S 38,000 readers are members of the American Society of Civil Engineers who must meet continuously the Society's rigid requirements as to construction experience in "responsible charge of work."
- 2 CIVIL ENGINEERING is unsurpassed in continuity of readership. 87% of these readers continue to read year after year. They are not "in-and-outers" but devote their lives to construction.
- 3 CIVIL ENGINEERING'S editorial content is functional and authoritative. 95% of its articles are written by top-flight engineers actively engaged in important projects. Civil Engineers spend an average of 3½ hours reading time with each issue of C.E.
- 4 CIVIL ENGINEERING produces results. 38,715 product information requests were received from one issue alone, resulting from a listing of advertisers' literature.
- 5 CIVIL ENGINEERING builds advertiser satisfaction. More manufacturers of equipment and materials than ever before are advertising in CIVIL ENGINEERING. Year after year, C.E. has shown a continual gain in advertising linage.

Engineers are educated to specify and buy.

CIVIL ENGINEERING

The Magazine of Engineered Construction
The American Society of Civil Engineers
33 West 39th Street, New York 18, N. Y.



PIONEER Balloons Sell Cereals

Smart Cereal Producers Use Balloons to ...

- Increase sales as package inserts.
- Advertise products as dealer giveaways.
- Merchandise radio and television programs

Because PIONEER Qualatex® Balloons

- are colorful, inexpensive, easy to distribute
- have real toy value as premiums
- are printed in non-fading crackless pigments
- carry your cereal name far and wide

Get ideas, samples and imprint information From our Premium Dept.

Write today to ...



LETTERS TO THE EDITORS

SPECIAL VS. "SUPER" OUTLETS

In your article under the heading, "The Trend Toward Specialization" (SM, March 1, p. 34, "Trends" department), you indicate that the trend is away from department store type of operations where there is everything for everybody. It has been our experience that the trend, as far as our business is concerned, is in the opposite direction, and paint is being included in more different types of stores every day.

We find a terrific pressure being exerted to place paint in super markets along with the pots and pans, medicines and groceries.

Roy L. Scott

Sales Manager
Kurpees Paint Co.
Louisville, Ky.

► It's an interesting point on which Mr. Scott takes issue with SM. . . . Has your own product hit the super markets and, if so, do you approve of this type of distribution? Address your comments to Letters to the Editor department, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

SM SCORES WITH INDUSTRIALS:

The New York Air Brake Co.

Your March 15 issue contains an unusual wealth of material on distributors and industrial selling. The International Cellucotton Products series (p. 36) and the interview with Cooper Alloy Corp. (p. 49) are especially good. Congratulations to Editors Hahn and Ecke.

W. R. Lockridge

Director, Marketing
New York, N. Y.

Eastern Brass & Copper Co., Inc.

I found your March 15 issue particularly interesting and applicable to our problems. I was especially interested in your article, "Adventures in Selling—Industrial Purchasing Agents" (p. 126). . . . You will recall our previous discussion on a source of specific birthdays. We are going ahead with our own personal list for our company birthday card. In this connection it was interesting to note the "Human Side" column about the firm, "Ideas for Industry" (p. 22) and their ideas for greeting cards.

Sales Manager
New York, N. Y.

W. E. Barth

AN AD WHICH PULLED

I'd like to comment on your article, "This Ad Pulled in Orders" (#15 of a series on Using Advertising as a Sales Tool, SM, March 1, p. 62).

Having been a party to the inception and development of the tool shown in the ad (Chicago Pneumatic's double-duty air saw) I'm in a position to state that the contents of the article are as near the unvarnished truth as I have ever read. If only every story we read was as clear, truthful and written in as plain language, much more good would be done for all concerned.

H. F. Vaché

Sales Director
V-W Specialists
Upper Darby, Pa.

TIPS ON PUBLIC SPEAKING

I doubt that any speaker would quarrel with Percy Whiting's observations ("Do Your Salesmen Doodle When You Speak?" SM, March 1, p. 52). They are basic and form the foundation upon which to build and deliver a successful talk "as listeners like it."

I believe his reference to "right attitude" makes the big difference between the good and the poor speech. Incidentally, I hope he writes his book.

J. S. Crockett

Sales Promotion Manager
Minnesota Mining & Mfg. Co.
Graphic Products
Reflective Products Division
St. Paul, Minn.

THE FIRST STRAW

The article, "Soda Straw with an Elbow," which appears in your issue of March 1 (p. 46) contains a statement which is not true.

We refer to the following sentence in the third paragraph: "Hospitals were pleased customers—no other disposable drinking tube accommodated those who must sip liquids lying down."

For many years we have manufactured and sold our Nurse-Aid Bentube, a disposable, transparent, plastic drinking tube which is used extensively in hospitals and homes.

We feel sure you will readily understand how your untrue statement may be harmful to our business and we ask that you publish a correction.

Clarke Stout

Sales Manager
Stone Straw Corp.
Washington, D. C.

... AND THE LAST

We of Irwin-Los Angeles were extremely pleased with your well-written article on Flex-Straw, titled "Soda Straw with an Elbow" and we wish to thank you for the commendation.

SALES MANAGEMENT



In Greater Philadelphia,



The Bulletin delivers more copies



to more people every 7 days



than any other newspaper

Retail sales in Greater Philadelphia total \$5,500,000,000 annually . . . favorite newspaper of the people who spend this amount is The Evening and Sunday Bulletin.

Complete and accurate reporting of local news is one of the many reasons why The Bulletin, in Greater Philadelphia*, delivers more copies to more people every seven days than any other newspaper. Because there is more of interest to Philadelphians in The Bulletin, Philadelphians get more out of it . . . and that means advertisers do, too.

*14-County A.B.C. City and Retail Trading Zone

APRIL 15, 1955

In Philadelphia

nearly everybody reads The Bulletin

Advertising Offices: Philadelphia, Filbert and Juniper Streets
New York, 285 Madison Ave. • Chicago, 520 N. Michigan Ave.

Representatives: Sawyer Ferguson Walker Company in Detroit
Atlanta • Los Angeles • San Francisco

What else gets you retailer



In drugs, for example...

- *LOOK developed 6,534 storewide drug promotions last year alone*
- *218 chains tied in with LOOK's promotions*
- *Druggists bought more tie-in lineage than ever before in LOOK history*

How can you get the druggist, who stocks thousands of different items, to give *your* product preferred position and local advertising support?

One of the surest ways is to participate in LOOK's storewide drug promotions. Last year, 45 top-ranking drug advertisers won special attention for 82 products by tying in with these promotions. Here's an idea of the kind of support these LOOK advertisers got:

6,534 volume drug stores from coast to coast tied in. Of these, 2,487 were chain stores serviced by 218 headquarters. Among the leading tie-in chains were Peoples*, Liggett, Madding's*, Katz, Sun Ray, Snyder's*, Rennebohm, and Harvey and Carey. And these

response like

LOOK ?



From Nov. 2, 1954, Look feature "Self Portrait of an American Druggist"

outstanding independents tied in, too . . . Bauer's, Richmond, Va.; Kal Payless Drug*, Pittsburg, Calif.; Bruno Drug Co.,* West Columbia, Texas.

And in '54, druggists bought and paid for over a million lines of tie-in newspaper advertising . . . more tie-in ad linage than ever before in LOOK's history.

* 1954 Brand Name Retailer-of-the-Year.

. . .

For retailer support that helps build extra store sales, look to LOOK. Talk it over with your LOOK representative, or write: Dick Harmel, Merchandising Manager, LOOK, 488 Madison Ave., N. Y. 22, N. Y.

APRIL 15, 1955



In automobiles . . . Next month, 300 cities will hold community-wide safety checks. Over 2,000,000 cars will be inspected. Many, of course, will need repairs to pass inspection. Is your sales organization ready to take advantage of this big replacement parts market?



In fashions . . . One hundred stores across the country are tying in with LOOK's Print Bride promotion this spring. Halle Bros., I. Magnin, Wanamaker's and Lord & Taylor are a few of the name-stores taking part. Ask for the full story.



In food . . . Right now, 10,000 stores from coast to coast are set for LOOK's "Picnic Pickin's" promotion. Many participating advertisers will get 5 million or more added impressions in local newspapers, and more attention at the point of sale.



In liquor . . . Roy Wythers (House of Bottles), Lincoln, Nebraska, was 1954's Brand Name Liquor Retailer of the Year. Like other alert liquor dealers in open states, he has tied in with LOOK's liquor promotion. Like other smart liquor advertisers, you can make these promotions work for you.



In menswear . . . Last year, 624 key stores all over America cashed in on LOOK's "Black-to-School" promotion. Now promotion-minded retailers and advertisers are planning to tie in with LOOK at back-to-school time '55.



In appliances . . . Appliance outlets from Maine to Monterey are excited over the new appliance selling season inspired by LOOK - Mother's Day. Over 5,000 "Make It A Great Day For Mother" promotional kits have been bought to step up Spring sales.



moves merchandise...FAST

STOP HER

TELL HER

SELL HER

with colorful, corrugated
H & D "Selmor®" Display Stands.



HINDE & DAUCH

AUTHORITY ON PACKAGING

Write for Free Booklet—"How To Select Vending Displays."—Hinde & Dauch, Sandusky 16, Ohio

LETTERS

However, we are not the Howard M. Irwin and Associates advertising agency as appeared in the story. Since we are extremely proud of the product's success, we wish to have it known that we are Irwin-Los Angeles, George W. Irwin, President.

Ed Smardan

Account Executive
Irwin-Los Angeles
Beverly Hills, Cal.

► It looks as if one of our people did a little too much elbow-bending himself! Sorry, Messrs. Stout and Smardan.

DISTORT MARKETING MAPS

The new distort maps mentioned on page 50 of the March 1 issue of *SALES MANAGEMENT* interest us very much.

As you are aware, we are using *SALES MANAGEMENT* data and maps as basic tools in several of our present research projects.

1. Will distort maps be available on the basis of total retail sales (as well as Effective Buying Income)?

2. Would Mr. Simmons be interested in quoting an estimate for preparing state maps on the basis of retail sales?

3. Will the 1955 *Survey* have a supplementary county outline map on retail sales comparable to the one prepared for 1954?

T. V. Oppenheim

Marketing Department
Moore Business Forms, Inc.
San Francisco, Cal.

.... WANT TO BUY SEPARATELY?

Please send us a price list of your new distort state maps based on *SALES MANAGEMENT's Survey of Buying Power* income estimates. The maps printed in the *Survey* may be enough for our purpose, but we'd be interested in knowing about any separate reproduction.

John D. Yeck

Yeck and Yeck
Advertising Agency
Dayton, O.

► Answering both queries: We are asking Mr. Simmons to tell us what he would charge to custom-make distort maps based on retail sales. . . . A U. S. county outline wall map of retail sales will again be available this year. . . . We had not planned to reproduce separately the state income distort maps which will appear in the May 10, 1955 *Survey of Buying Power*. If other readers, like Mr. Yeck, feel this would be useful, please drop a note to Philip Salisbury, Editor, *SALES MANAGEMENT*, 386 Fourth Avenue, New York 16, N. Y.

SALES MANAGEMENT

MORE

PEOPLE buy The Detroit News



MORE than any other Detroit newspaper in the Detroit retail trading area . . . weekdays — 69,830 more than The Free Press, 50,545 more than The Times; Sunday — 160,793 more than The Free Press and 114,028 more than The Times.

Authority: ABC 9/30/54

MORE

ADVERTISERS buy more advertising in The Detroit News

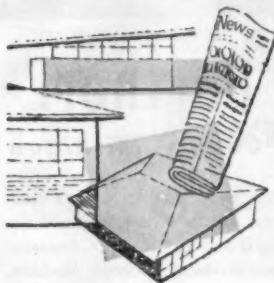


MORE than in any other Detroit newspaper, 2 to 1 . . . 38,999,424 lines of advertising in 1954 or 51 per cent of all advertising carried by all three Detroit newspapers.

Authority: Media Records Inc.

MORE

HOME delivered circulation in The Detroit News



MORE than any other newspaper in America! The Detroit News weekday circulation is 84 per cent home delivered in the retail trading area—Sunday 77 per cent is home delivered.

Authority: ABC 9/30/54

MORE

PEOPLE place more want ads in The Detroit News



MORE than any other Detroit newspaper, 4 to 1 . . . 10,072,076 lines of classified advertising or better than 2,400 pages more than any other Detroit newspaper — 1,200 pages more than both others combined.

Authority: Media Records Inc.

IN DETROIT there's only one newspaper with leadership in trading area circulation weekdays and Sunday . . . a situation reflected by THE NEWS carrying 51% of all 1954 advertising in all three Detroit newspapers—Free Press 25%—Times 24%.

These are the facts—Advertisers are urged to check these statements

LARGEST WEEKDAY AND SUNDAY CIRCULATION IN THE DETROIT RETAIL TRADING AREA—TOTAL CIRCULATION: 442,658 WEEKDAYS; 540,829 SUNDAY—ABC 9/30/54

The Detroit News

THE HOME NEWSPAPER

Eastern Office: 110 E. 42nd St., New York 17 • Miami Beach, Florida: The Leonard Co., 311 Lincoln Road
Chicago Office: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill. • Pacific Coast: 785 Market Street, San Francisco, Calif.



"MICHIGAN FARMER is our Partner!"

Says H. M. Van Aken, Eaton County, Michigan

Not in this picture—but always around—is MICHIGAN FARMER, the favorite magazine of the Van Aken family, Eaton Rapids. The family has been a subscriber as long as any member can remember. Herbert M., the father and two sons — Herbert Keith and Charles — farm 300 acres, keep 60 head of dairy cattle, raise 20,000 broilers. Helping them further this prosperous enterprise is MICHIGAN FARMER, devoted *exclusively* to Michigan farming, homemaking and farm news...reaching 4 out of 5 Michigan farm families *twice* every month.

This *preference* (4 out of 5 farm families) and *frequency* (24 issues per year) make MICHIGAN FARMER the most

effective advertising medium you can choose. It's convenient and economical (MICHIGAN FARMER is a Roto magazine). Your advertising is sure to get action because Michigan is a top-third state in farm income. Besides, broad diversification keeps cash coming in *steadily* right around the calendar.

Get the facts on the rich Michigan farm market and on the strong, steady markets in Ohio and Pennsylvania, served by THE OHIO FARMER and PENNSYLVANIA FARMER; also Roto magazines that save plate costs.

Write to T1013 Rockwell Avenue, Cleveland 14, Ohio.



OF FARM MECHANIZATION

An Exposition of Farm and Home — Yesterday, Today, Tomorrow
AUGUST 15-20, 1955

Previewed in the August 6 issue of
Michigan Farmer

Closing Date
JULY 22, 1955

Michigan Farmer

East Lansing, Michigan

PENNSYLVANIA FARMER — Harrisburg, Penn.
THE OHIO FARMER — Cleveland, Ohio

SALES MANAGEMENT



WHO wants to know? **HE** wants to know..
and you can reach him best—in **TIME**

Each week more than 1,900,000 men read their favorite newsmagazine from cover to cover—for its facts and for its flavor—from Letters through Books.

These men can make or break thousands of buying decisions—and their influence is felt all through business, the professions and government. Together they constitute *THE* industrial market of America—the market that any business going anywhere needs to have on its side.

They buy for themselves, and their families, too—travel, insurance, automobiles, men's wear, appliances. And what an audience they make (with their wives) for public relations advertising!



Advertise to the **TIME** men—
1,900,000 strong.
Nobody's got them like **TIME**.



The Miami Herald 1ST in Food

MEDIA RECORDS

LEADING NEWSPAPERS IN FOOD ADVERTISING IN 1954

(Retail Grocers—Groceries of Department Stores — General Groceries)

	Lineage
1. MIAMI HERALD (M & S).....	4,356,990
2. Chicago Daily News (E).....	4,244,955
3. Houston Chronicle (E & S).....	3,874,996
4. Kansas City Times (M) & Star (S).....	3,839,441
5. Chicago Tribune (M & S).....	3,701,585

- and 4th in Total Advertising for '54

(45,000,000 lines)

- and that's only part of the picture !

Miami, the super market town, ranks 27th in population and 20th in super-market sales, averages \$513 in per family purchases compared with \$410 for all metropolitan areas!

Best of all, The Miami Herald alone sells Florida's booming Gold Coast — a year 'round food market of \$300 million — at one low cost.

See your SB&F man today.

JOHN S. KNIGHT Publisher
STORY, BROOKS & FINLEY, National Repr:
Affiliated Stations — WQAM, WQAM-FM



SALES MANAGEMENT

How to Make a Competitor

SAY UNCLE

Reduced to the simplest terms, isn't one of your most important sales problems that of getting the story of your product or service to your best prospects BEFORE your competition, of contacting these prospects regularly and often, at reasonable cost?

... IF SO, WE SHOULD GET TOGETHER

Dickie-Raymond has shown dozens of major companies how to use direct mail advertising as a supplement to salesmen's activities. We have helped them achieve a higher ratio of sales closed to calls made, increase their dollar sales, and lower their sales cost. They've utilized direct mail for far

greater advertising and sales saturation of key markets. They've commanded a new kind of cooperation from dealers and distributors by using direct mail in ways that have been *proven* successful.

Using direct advertising to accomplish these ends calls for professional treatment. It is done best by those who have spent their business lives acquiring experience and skill in this one medium. This was the basis for the founding of Dickie-Raymond, back in 1921. The knowledge we have gained, the planning, writing, designing, and production skills we offer, are invaluable to sales and advertising executives who depend upon the Dickie-Raymond staff for authoritative counsel. Best of all, you can have the benefit of this complete service for about what it would cost you to hire a junior executive.

Ask for the booklet, offered below, that tells the whole Dickie-Raymond story.

Accounts Now Served — This is a partial list only. Names of other well-known companies, on request.

AETNA LIFE INSURANCE COMPANY
AIR EXPRESS DIVISION, RAILWAY EXPRESS AGENCY
AIR TRANSPORT ASSOCIATION OF AMERICA
AMERICAN AIRLINES, INC.
BROWN COMPANY
DOW JONES & COMPANY, INC. — News Printer
EASTMAN KODAK COMPANY — Industrial Division
GENERAL ELECTRIC COMPANY
Air Conditioning Division
THE GRAY MANUFACTURING COMPANY — Audograph
HEWITT-ROBINS, INC.
IRON FIREMAN MANUFACTURING COMPANY
MONROE CALCULATING MACHINE COMPANY

THE NATIONAL SHAWMUT BANK OF BOSTON
NEW YORK STOCK EXCHANGE
OLIN MATHIESON CHEMICAL CORPORATION
Arms and Ammunition Division
PAN AMERICAN WORLD AIRWAYS
PEPPERELL MANUFACTURING COMPANY
PITNEY-BOWES, INC.
PLYMOUTH CORDAGE COMPANY
RAILWAY EXPRESS AGENCY, INC.
SHERATON CORPORATION OF AMERICA
ALEXANDER SMITH, INC.
SYLVANIA ELECTRIC PRODUCTS INC.
THE WALL STREET JOURNAL

THERE'S ONLY ONE

Dickie-Raymond

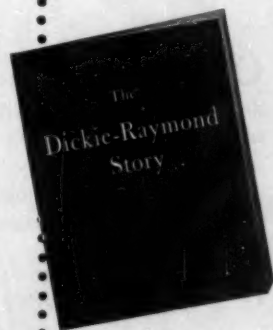
Sales Promotion Counsel • Direct Advertising

NEW YORK, 521 Fifth Avenue
Murray Hill 7-3360

BOSTON, 470 Atlantic Avenue
HAncock 6-3360

NEW HAVEN, 109 Church Street
SPruce 7-6436

APRIL 15, 1955



Facts for Thought:

If you'd like
the full story of
DICKIE-RAYMOND,
send for this booklet.
No obligation — but
please make request
on your company
letterhead.

The Miami Herald 1ST in Food

MEDIA RECORDS

LEADING NEWSPAPERS IN FOOD ADVERTISING IN 1954

(Retail Grocers—Groceries of Department Stores — General Groceries)

	Lineage
1. MIAMI HERALD (M & S).....	4,356,990
2. Chicago Daily News (E).....	4,244,955
3. Houston Chronicle (E & S).....	3,874,996
4. Kansas City Times (M) & Star (S).....	3,839,441
5. Chicago Tribune (M & S).....	3,701,585

-and 4th in Total Advertising for '54

(45,000,000 lines)

-and that's only part of the picture !

Miami, the super market town, ranks 27th in population and 20th in super-market sales, averages \$513 in per family purchases compared with \$410 for all metropolitan areas!

Best of all, The Miami Herald alone sells Florida's booming Gold Coast — a year 'round food market of \$300 million — at one low cost.

See your SB&F man today.

JOHN S. KNIGHT Publisher
STORY, BROOKS & FINLEY, National Reps:
Affiliated Stations — WQAM, WQAM-FM



SALES MANAGEMENT

How to Make a Competitor

SAY UNCLE

Reduced to the simplest terms, isn't one of your most important sales problems that of getting the story of your product or service to your best prospects BEFORE your competition, of contacting these prospects regularly and often, at reasonable cost?

... IF SO, WE SHOULD GET TOGETHER

Dickie-Raymond has shown dozens of major companies how to use direct mail advertising as a supplement to salesmen's activities. We have helped them achieve a higher ratio of sales closed to calls made, increase their dollar sales, and lower their sales cost. They've utilized direct mail for far

greater advertising and sales saturation of key markets. They've commanded a new kind of cooperation from dealers and distributors by using direct mail in ways that have been *proven* successful.

Using direct advertising to accomplish these ends calls for professional treatment. It is done best by those who have spent their business lives acquiring experience and skill in this one medium. This was the basis for the founding of Dickie-Raymond, back in 1921. The knowledge we have gained, the planning, writing, designing, and production skills we offer, are invaluable to sales and advertising executives who depend upon the Dickie-Raymond staff for authoritative counsel. Best of all, you can have the benefit of this complete service for about what it would cost you to hire a junior executive.

Ask for the booklet, offered below, that tells the *whole* Dickie-Raymond story.

Accounts Now Served — This is a partial list only. Names of other well-known companies, on request.

AETNA LIFE INSURANCE COMPANY
AIR EXPRESS DIVISION, RAILWAY EXPRESS AGENCY
AIR TRANSPORT ASSOCIATION OF AMERICA
AMERICAN AIRLINES, INC.
BROWN COMPANY
DOW JONES & COMPANY, INC. — News Printer
EASTMAN KODAK COMPANY — Industrial Division
GENERAL ELECTRIC COMPANY
Air Conditioning Division
THE GRAY MANUFACTURING COMPANY — Audograph
HEWITT-ROBINS, INC.
IRON FIREMAN MANUFACTURING COMPANY
MONROE CALCULATING MACHINE COMPANY

THE NATIONAL SHAWMUT BANK OF BOSTON
NEW YORK STOCK EXCHANGE
OLIN MATHIESON CHEMICAL CORPORATION
Arms and Ammunition Division
PAN AMERICAN WORLD AIRWAYS
PEPPERELL MANUFACTURING COMPANY
PITNEY-BOWES, INC.
PLYMOUTH CORDAGE COMPANY
RAILWAY EXPRESS AGENCY, INC.
SHERATON CORPORATION OF AMERICA
ALEXANDER SMITH, INC.
SYLVANIA ELECTRIC PRODUCTS INC.
THE WALL STREET JOURNAL

THERE'S ONLY ONE

Dickie-Raymond

Sales Promotion Counsel • Direct Advertising

NEW YORK, 521 Fifth Avenue
Murray Hill 7-3360

BOSTON, 470 Atlantic Avenue
HAncock 6-3360

NEW HAVEN, 109 Church Street
SPruce 7-6436



*Facts for
Thought:*

*If you'd like
the full story of
DICKIE-RAYMOND,
send for this booklet.
No obligation — but
please make request
on your company
letterhead.*

They thought the Parson

A typical example of the warm, friendly personal salesmanship—which *Better Homes and Gardens* has succeeded in recreating in a modern 4,000,000 circulation magazine.

WHEN that most famous of all early American book sellers—Parson Mason L. Weems—took his seat by the family fire, it was far more than a sales call. It was a hugely welcome event.

For the good Parson not only had fascinating goods to sell—including his own "Life Of George Washington"—but he himself was a fascinating character with a fund of entertaining and illuminating information on a whole raft of subjects.

Easy to understand, then, why the folks along the highways and byways of our newly united states gave him such a warm welcome. And why, through making himself so important to them, he was able to make his merchandise so important to them and to their neighbors.

* * *

Offhand, you might regretfully think that those days are gone forever. You might venture to say that the good, old-fashioned salesmanship—which enhanced your product's virtues with an atmosphere of friendship and warmth and trust—has been completely replaced by mass distribution and impersonal mass selling.

But not in our book.

For we still keep wending our way into our readers'

hearts and minds even though we've boomed to 4,000,000 circulation, ABC.

Because, people read *Better Homes and Gardens* not for mere entertainment, but for the sound, practical purpose of finding how to lead richer, fuller family lives.

They get exactly what they're looking for, as page after page shows them what to do, how to do it, and what to buy to do it with. The *natural* result is that they explore advertising pages to know *whose* to buy, under the warm atmosphere of this Friend of the Family.

It is also a natural result that they lend copies to relatives and friends, so that millions of copies do double and triple duty in neighborhoods throughout the land.

All of which helps explain why our advertisers keep reporting sensational pull, immediate and long-term.

That's why so many advertisers, facing the challenge of rougher competition, insist on giving *Better Homes and Gardens* a prominent place in their plans. They're all in favor of a homebody magazine that pleasantly passes hour after hour with their customers, and sells their products in such a trusted background.

Yes, they're happy to know that *Better Homes and Gardens* is one of the family in 4,000,000 homes.

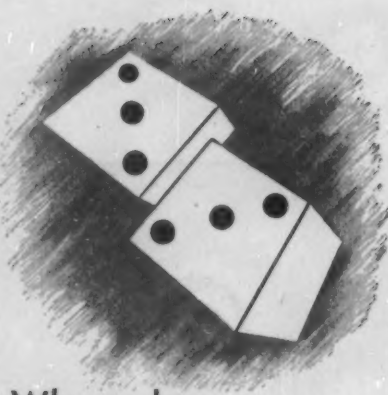
MEREDITH PUBLISHING COMPANY, Des Moines, Iowa



one of the family
4,000,000
copies strong

was quite a person





Why make
your sales point
the hard way?

Try this
new sales
natural—



—to cover all of
Metropolitan
New York-New Jersey

watv
channel
13

TELEVISION CENTER, Newark 1, N. J.

Rep: Weed Television Corp.

THE HUMAN SIDE



"Oh, You Beautiful Doll" . . . A Baby's Their Salesman

"Theme: A subject or topic of discourse; a text."

If you want to build up your company sales; if you want your company talked about in its field, pick a good advertising theme! That's been the happy experience of the United States Printing & Lithograph Co., Cincinnati. USPL chose the most sure-fire of all attention getters—a baby. Back in 1951 the company began its big advertising campaign built around the theme, "Color Printing is Our Baby."

For more than three years the company has been pounding home those five words in four colors. And US Printing's pretty babies with their disarming grins have been making friends and sales like no theme the company ever used.

For a number of years officials of the 88-year-old printing house had been searching for an advertising theme that would combine the qualities of simplicity and human interest and, at the same time, serve as a dramatic example of the firm's facilities for high quality multi-color printing. Oddly enough, the happy combination of baby and caption weren't born as an advertising idea in the usual sense.

Five years ago Howard C. Minnich, in charge of the firm's public relations, advertising and sales promotion, was desperate for a theme that would effectively interpret the company's operations to its stockholders.

The gods were on his side: He happened to see a color photograph

SALES MANAGEMENT



IN INDIANAPOLIS

they Buy More because they Have More!

● Take Department Store Sales for instance . . . including such items as umbrellas, housewares, lamps, blankets, appliances . . . the average family expenditure in metropolitan Indianapolis and Marion County last year was 149.2% above the national average.*

Yes, people do **BUY MORE** in Indianapolis because the average annual income per family is \$6,593—25.7% above the national average—7th among cities of 600,000 population and over.* But that's not all:

- ▶ It's **BIG** . . . over 600,000 population
- ▶ It's **STEADY** . . . unsurpassed for diversification and balance of industry and agriculture
- ▶ It's **EASILY REACHED** . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Indianapolis Star and The Indianapolis News. Write for complete market data today.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Consumer Income Supplement, 1954, Standard Rate & Data Service.

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS





**LOUISVILLE BELONGS
ON ANY
SUPPLEMENT SCHEDULE**

DID YOU KNOW?

The 306,673 circulation total of the Louisville Courier-Journal Magazine is greater than almost two-thirds of the 35 This Week newspapers . . . ranks above more than half of the 29 American Weekly newspapers . . . ranks above all but four of the total of 47 Parade Newspapers.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

*** THE LOUISVILLE
Courier-Journal
SUNDAY MAGAZINE**

Sunday Courier-Journal Circulation 383,238 • Member of The Locally-Edited Group • Represented Nationally by The Branham Company.

for business-
or for
family
fun!

hotels
Mayfair Bennox
TELETYPE SL139 ST. LOUIS



of a bright-eyed two-year-old. The picture had been made by Leo Aarons, famed child photographer of New York.

His subject was clad in her own flawless skin and she wore a bright red straw sunbonnet with matching red ribbon tied in a perky bow under her chin. With her peaches-and-cream complexion, her wide, impish blue eyes shaded by long lashes, and tousled reddish hair, she was a winner.

Minnich knew that she was the answer to his problem. The caption, "Color Printing is Our Baby," just naturally suggested itself. He took the idea to the company's president, William H. Walters. Walters agreed that the theme had possibilities as a basic demonstration to stockholders of the company's business.

So, in the 1951 annual report, issued in March, the baby in the red hat got a full-page, full-color reproduction with an explanatory paragraph on the page opposite, reading:

"We, at U-S, have a 'baby' to which we all are extremely devoted. That 'baby' is fine color printing. In our manufacturing processes no effort is too great, no detail too small, in achieving highest quality color reproduction on the packaging and advertising products we manufacture. These products are the most diversified in the graphic arts industry, ranging from a tiny seal to a large outdoor poster. Yet all have a common characteristic—fine color reproduction. Color printing is the heart of our business. Color printing is *Our Baby*."

With stockholder reaction as ammunition, Minnich suggested that the theme be adopted to USPL's advertising program.

Company officials gave the go-ahead for use of the baby picture and caption in full-color advertisements in a score of business and trade publications. To insure faithful reproduction of all the shadings and details in the original photograph, the ads were lithographed by USPL for magazine inserts.

Prepared by Minnich, in cooperation with the company's advertising agency, Kammann-Mahan, Inc., Cincinnati, the advertisements made a stronger impact on readers than any previous series.

The Adjectives Rolled In

Thousands of congratulatory letters poured in, many from top executives of the country's most prominent business firms. The laudatory letters included such phrases as "simply terrific," "very beautiful," "magnificent and highly striking," and "loveliest reproduction of a photograph we have ever seen."

While use of the baby photographs in USPL advertising has been wisely restricted, the company has gone all-out in using them at conventions, trade shows and wherever else they might be of value in identifying USPL, and its multi-color printing facilities.

At all conventions and trade shows, a blow-up of "Our Baby" dominates the company's exhibit. All company personnel attending wear lapel buttons on which the baby face is printed in full color.

"Our Baby" also has appeared in full color on the covers of millions of clips and match books. A standard company Christmas gift to customers and friends is a two-deck pack of playing cards: A folding carton for the decks is printed with the baby's face in full color on the display panel. "Our Baby" also is used prominently in company sales literature.

"This simple yet effective theme, which provides such excellent identification of our company and its business of fine multi-color printing, is, we believe, a most effective demonstration that all-out company identification and product acceptance can be created without excessive promotional expense."

AMERICAN ARTISAN

LEADER
IN THE

RESIDENTIAL AIR CONDITIONING
WARM AIR HEATING
SHEET METAL CONTRACTING
FIELD

1 Excels in editorial content

American Artisan's subscribers are the KEY warm air-sheet metal dealers and contractors. Much of what they learn and practice in techniques, improved methods, and new developments comes from the editorial pages of the Artisan.

Through constant field contact and research, a more thorough knowledge of its field than has anyone else, and the ability to formulate and produce a sustained editorial program of practical assistance to warm air-sheet metal dealers, the Artisan maintains its position of industry leadership.

American Artisan goes beyond merely reporting what is new. Its editorial program helps readers expand their markets and operate more efficiently. Little wonder that this magazine attracts and holds as paid subscribers the larger, more progressive dealers and contractors!

Certainly these are the KEY figures who are vital to your sales success in the warm air heating, residential air conditioning, and sheet metal contracting field. Your advertising in American Artisan is without question in the right environment for maximum results from those having maximum potential.

2 AMERICAN ARTISAN reaches the greatest concentration of buying power — the larger dealers and contractors who handle over 80% of the available business.

3 AMERICAN ARTISAN leads in advertising volume. Year after year it is used by more advertisers than any other book in this field.

4 AMERICAN ARTISAN provides the only FULLY paid (ABC) circulation in the field. Its superior editorial content attracts and holds the type of reader who means the most to you.

KEENEY PUBLISHING . . . 6 N. Michigan, Chicago



AIR CONDITIONING HEADQUARTERS



NEW YORK: 1734 Grand Central Terminal

CLEVELAND HEIGHTS: 3734 Woodbridge Rd.

LOS ANGELES: 672 S. Lafayette Park Place

Let's get the picture straight about magazines

COVER



**in magazine advertising
you get more of it
with the HOME-EDITED MAGAZINE
of the Sunday newspaper**

Next time you want to put a sales tent over your strongest markets, try the Home-Edited week-end magazines distributed with newspapers.

They'll do it every time.

The reason is, of course, that these magazines don't just settle for reaching a fraction of their markets. They give you both top readership and top circulation.

They're the only magazines with saturation coverage of their markets.

No wonder magazine advertising at the local level pays such rich returns in sales.

Nearly everybody sees it, and everybody that sees it reads it. And you'll be surprised at how many do something about it. Ask any local merchant who's tried it.

THESE ARE 28 OF THE NEWSPAPERS PUBLISHING THEIR OWN HOME-EDITED MAGAZINES

Akron Beacon Journal
Atlanta Journal and Constitution
Baltimore Sun
Boston Globe
Buffalo Courier-Express
Chicago Daily News
Cincinnati Enquirer

Cleveland Plain Dealer
Columbia State
Columbus Dispatch
Denver Post
Detroit News
Houston Chronicle
Indianapolis Star

Louisville Courier-Journal
Milwaukee Journal
Newark News
New Orleans Times-Picayune
Pittsburgh Press
Portland Oregonian
Seattle Times

St. Louis Globe-Democrat
St. Louis Post-Dispatch
St. Paul Pioneer Press
Syracuse Post-Standard
Toledo Blade
Washington Star
Youngstown Vindicator

HANDSOMELY PRODUCED IN ROTOGRAVURE FOR THE VARIOUS NEWSPAPERS BY THE FOLLOWING:

Art Gravure Corporation of Ohio, Cleveland . . . Art Gravure Corporation, New York City . . . Denver Post . . . Detroit Gravure Corporation . . . Neo Gravure Company, Chicago . . . Standard Gravure Corporation, Louisville . . . St. Louis Post-Dispatch.



in Columbus

you get more coverage in the HOME-EDITED MAGAZINE



of the COLUMBUS DISPATCH

To get your share of the tremendous buying in the big, 1½ billion dollar Central Ohio Market, you have to act big.

Now you can—with one magazine. The Columbus Sunday Dispatch Magazine will carry your sales message into more than 9 out of 10 homes in Metropolitan Columbus.

No other magazine comes close to this deep penetration. The seven top national magazines combined can't equal its coverage of Central Ohio.

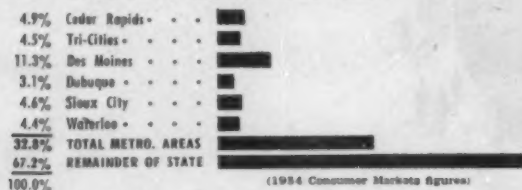
The Columbus Sunday Dispatch Magazine is written and edited by Ohioans, for Ohioans, about Ohioans. It gets response from a rich market where the effective buying income is 25% greater than the national average.

Rates are low. For a little less than 4 cents per family, you can buy 13 full-page color insertions.

For rates and mechanical requirements write, General Advertising Department, The Columbus Dispatch, Columbus 16, Ohio, or contact O'Mara and Ormsbee, Inc.

Buy **WHO** and get Iowa's **METROPOLITAN AREAS,** **PLUS** the **Remainder of Iowa!**

FOOD SALES PERCENTAGES



Iowa has six Metropolitan Areas which, all combined, do 32.8% of the State's Food Sales, as shown above.

Quite a number of radio stations can give you high Hoopers etc., in ONE Metropolitan Area. **WHO** gives you high coverage in virtually ALL the State's Metropolitan Areas, plus practically all the REMAINDER of Iowa, too!

**At 11 a.m., WHO gives you
63,472 Actual Listening Homes
for only \$47.50 (13.4 LISTENING HOMES per PENNY!)**

According to the authoritative 1954 Iowa Radio-Television Audience Survey, 63,472 homes all over Iowa are actually tuned to WHO at 11 a.m., every average weekday. Figuring time costs at our 1-minute, 26-time rate, WHO gives you 13.4 actual listening homes, per penny!

That's the result of ALL-STATE programming, ALL-STATE Public Service, ALL-STATE thinking, here at WHO. Ask Free & Peters for all details!



FREE & PETERS, INC., National Representatives



**BUY ALL of IOWA—
Plus "Iowa Plus"—with**

WHO

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager

SALES MANAGEMENT

COMMENT

Who Will Win Ward's Customers?

Stockholders are fine people. We couldn't keep our economy going without them. We're in favor of more and better ones.

But customers are more important still: No buyers equal no business.

Amid all the to-do raised by the forces of Sewell Avery and Louis Wolfson for control of Montgomery Ward—which will be settled (we hope) at the company's annual meeting in Chicago April 22—the customers have come out second best.

Neither contending group has said much, if anything, about what wants doing to win back Ward's lost customers. Neither has said what must be done—and done thoroughly and fast, in sales and service, promotion and products, facilities and manpower—to win new customers.

Both have talked to stockholders about what has been or should be done about such things as earnings and earned surplus, dividends and "book value" of shares. But all these, without the customers who provide the sales are very intangible indeed. Stockholders' "equity" can never add up to more than customer interest. In this, and every other business, the only question that counts is: "Do the customers care?"

Montgomery Ward & Co. has become a flagrant example of customers who don't care. Or more exactly: Ward has become an example of customers who don't care—for Ward. In the last five years—when population, gross national product, retail sales and every other major index has been climbing, and other large retailers have expanded at least as fast as the whole economy—Ward's sales declined from \$1.2 billion to \$887 million.

In this period when all retail sales increased by nearly half, Ward's declined by more than one-fourth. (In this period Ward's net earnings were cut in half . . . despite recently reduced taxes!)

Sewell Avery has not built a single new store since 1941. He plans to build none—or even to install in present stores such accepted facilities as escalators and air conditioning—until building costs drop to his concept of "values." He seems quite unaware of such modern customer-catchers as open display, checkout and other forms of self-service and "automation" in merchandising. For 14 long years Avery has let Ward be out-modernized, out-merchandised and out-advertised by competitive major retailers.

Lou Wolfson promises to expand and to modernize. But as yet he hasn't been specific—and appealing—enough to make a single customer of Sears, Roebuck or J. C. Penney or the Bon Marche down on Main St. think about changing his buying habits. He talks in large generalities about building stores and employing "experienced merchandisers" to direct and man them, and he promises "aggressive merchandising and sales promotion efforts."

But at "coffee cup" meetings before a great many of Ward's 68,000 stockholders across the country, he has concentrated—not on the vanishing customers—but on damning Avery's pessimism and "stingy dividends," and on offering the stockholders pie-in-the-sky, when he becomes Ward's chairman.

Both groups have written "letters" to stockholders. By now a lot of stockholders must have become convinced that whoever wins,



"... all I did was suggest to the boss that Clearsite Plastic Containers might solve our packaging problem."

Sparkling-bright Clearsite Plastic Containers are available in a wide selection of sizes, shapes, closures and colors. Only $\frac{1}{4}$ the weight of glass and shatter-proof, they cut shipping costs and breakage. Containers can be multi-color printed.

Write for free samples and descriptive literature

CELLUPLASTIC CORPORATION

General Offices:
38 Avenue L
Newark 5, N. J.



You need this booklet!
—For Market and Distribution Planning

"The Story of the Industrial Distributor", a new 20-page booklet, answers such questions as: What is an industrial distributor? How does the distributor organization operate? Why do most industrial buyers purchase most of their production and maintenance equipment, tools and supplies from local distributors? It gives the basic facts on industrial distributors and the market they serve. Write for your free copy.

Dept.-A

Industrial Distribution

330 West 42nd Street, New York 36, N. Y.
A McGraw-Hill Publication ABC-ADP

Selling the "Board of Directors" means **BIG BUSINESS** on Midwest farms!



MOTION TO EXPAND CARRIED UNANIMOUSLY BY THE FARM "BOARD"

BIG PLANS . . . and little plans, too . . . take the full family vote on Midwest farms, where farming is big business and the family is the "board of directors."

Office and home are one on Midwest farms and sales go to the firms that apply this simple selling formula: Regular advertising in Midwest Unit Farm Papers—preferred by readers, dealers and advertisers (see charts).

Get your copy of our tenth annual Survey of Farm Buying Intentions. It lists buying estimates of amazing totals on 324 different kinds of products and services needed by 1,293,633 Midwest farm families. It will be a real help in determining your sales potential in the richest farm market in the world—where income is double the national average and farmers are your dealers' best customers!

Sales offices at: 59 E. Madison St., Chicago 3 . . . 250 Park Avenue, New York 17 . . . 110 Sutter Street, San Francisco 4 . . . 672 South Lafayette Park Place, Los Angeles 57

ADVERTISE IN

MIDWEST *Farm Paper* UNIT



WHERE FARMING IS BIG BUSINESS. . . AND GOOD LIVING!

It's time to be **SELECTIVE** in
Midwest Farm Market Advertising!

43%
MIDWEST FARM PAPER UNIT

Farm Magazine "A" 14%
Farm Magazine "B" 11%
Farm Magazine "C" 4%
Farm Magazine "D" 2%

READERS' First Choice

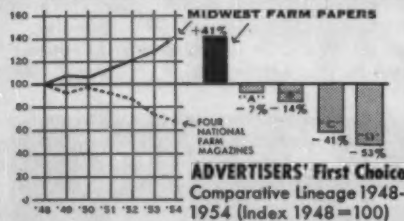
A survey of 6,049 Midwest farms, supervised by Batten, Barton, Durstine & Osborn, Inc., advertising agency.

64.7%
MIDWEST FARM PAPER UNIT

Farm Magazine "A" 7.9%
Farm Magazine "B" 5.2%
Farm Magazine "C" 6.2%
Farm Magazine "D" 1.5%

DEALERS' First Choice

4,186 inquiries mailed by hardware wholesalers. Other dealer preference surveys available on request.



SALES MANAGEMENT

they'll lose. They would feel better about their own equity and their own dividends, if one or the other of the contending groups would come up with a forceful, factual letter or advertisement on "Ten Reasons Why You or I Should Shop at Ward's."

More Vigorous Antitrust?

Business people who voted for President Eisenhower and who have supported his administration in the belief that it would "go easy" on business have just received a shock. It came in the form of the report by the blue ribbon committee of 60 persons urging the Attorney General to recommend repeal of the Fair Trade laws and to tighten up many activities involving competition. The committee makes 75 recommendations, of which the following are of most interest to sales executives:

Goods of Like Grade and Quality. A company selling unbranded merchandise at sharp discounts from identical branded products should be allowed two defenses:

1. It may show that the difference in price reflects how much more the public will pay for an advertised brand name.

2. The cost of advertising, packaging, etc., should be allocated to the branded merchandise, which alone is advertised, packaged, etc.

(This concerns grocers mainly. However, large mail order houses now resell just about everything under house brands, so that the issue concerns almost everything people use.)

Competitive Injury. In deciding whether discriminatory prices hurt competition, the Federal Trade Commission should consider not "hardship to individual businessmen," but the "vigor of competition in the market."

(This thoroughly changes the method of proving a case. It's now done by getting the injured to testify. How a case would be prepared under the suggested test is not elaborated. A possible touchstone might be whether the company has increased its share of the market.)

Quantity Limits. The committee opposes a maximum quantity, above which additional quantities could earn no new discounts.

(Tire dealers are immediately interested. Their spokesmen want such limits set on sales to chains and to mail order concerns.)

Good Faith Defense. A seller should be allowed to defend a charge of discrimination by showing that he had met the lower price of a competitor in good faith. In doing so, he should not be forced to investigate whether the competitor's price was lawful.

(The Supreme Court several years ago sanctioned this defense in a decision favoring Standard Oil of Indiana. Now, retail grocers are pushing for a change in law to get rid of it.)

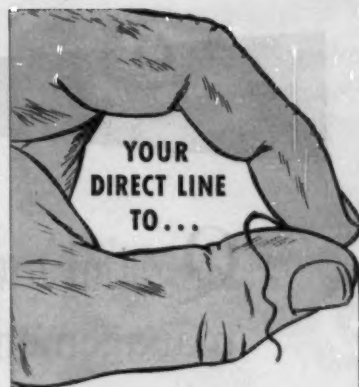
Exclusive Dealing. The proper test of whether a manufacturer breaks the law when he requires that his distributors use his products only is whether he shuts competitors out of the market. Can they still do business? You can't prove a shut-out merely by showing that the manufacturer holds a large percentage of the market.

The committee notes that exclusive dealing sometimes is useful: customers might insist on a certain kind of service, which can be guaranteed only by keeping out competing lines.

(Gas dealers have complained most about not having been allowed to handle products they were interested in.)

Conscious Parallelism. You can't prove conspiracy merely by showing that competitors do business the same way. That's evidence but not proof.

The executive proposes, and Congress disposes. Whether any of these recommendations, including the abolition of Fair Trade (see Trends page 34), is enacted depends on the vigor and persuasiveness of the Eisenhower Administration with Congress. There is little doubt that the Administration will talk a great deal about the proposals, if for no other reason than to lose some of its "pro-business" tinge.



Distribution Costs!

IN NEW YORK!

John Terreforte, American Chain's Eastern Manager, will be glad to furnish actual warehousing and distribution costs in any section of the United States. Write to John Terreforte at 250 Park Avenue, New York 17, N. Y., or call Plaza 3-1234-1235.

IN CHICAGO!

Henry Becker, Western Manager, also is a direct line to the many services offered by American Chain. Write to Henry Becker at 53 West Jackson Boulevard, Chicago 4, Illinois, or call Harrison 7-3688.

Why YOU Should Choose AMERICAN CHAIN

For Distribution and Warehousing

- 1 **Storage Facilities**—Substantial, well-established plants.
- 2 **Personnel**—Experienced, well-trained, capable of meeting peak demands because of their know-how.
- 3 **Handling Methods**—Lower handling cost resulting from mechanization.
- 4 **Customer Relations**—Sales-minded personnel, plus adequate facilities... result: satisfied customer.
- 5 **Special Services**—Any phase of a distribution service can be supplied.
- 6 **Market Coverage**—Nationwide member warehouses located in every major distribution center.

"A Nationwide System of Public Warehouses"
Service in 81 Major Markets



AMERICAN CHAIN

OF WAREHOUSES, INC.

Every Link A Strong One



Q: I'm interested in covering both middle management and top management. Can I get this coverage in "U.S. News & World Report"?

A: Absolutely. The total managerial circulation of "U.S. News & World Report"—522,200—is divided almost 50-50 between general officers and other executives and managers. The latter include production, operating and maintenance managers, chief engineers and engineering personnel, sales managers, comptrollers, auditors, purchasing agents, etc.—all key men on today's "buying teams."

All these men, whatever their titles or the work they do, read "U.S. News & World Report" for the essential "pocketbook" news which

NOW MORE THAN 725,000 NET PAID CIR

affects their plans and decisions. Alongside news of such vitality and interest, your advertising, of course, gets read and makes its point.

Our book entitled "Penetration" makes clear the breadth and depth of this coverage.

Ask to see it. It lists the job functions and positions of some of our subscribers in 50 of America's largest and most important companies. What is true of these 50 companies is true for so many others on your best customer and prospect list. You can cover them—top management and middle management—through "U.S. News & World Report."



*A market not duplicated by
any other magazine in this field*

Advertising offices, 30 Rockefeller
Plaza, New York 20, N. Y. Other advertising
offices in Boston, Philadelphia,
Cleveland, Detroit, Chicago, St. Louis,
San Francisco, Los Angeles,
and Washington.

CULATION

*"New ideas
always take shape within
a small group of men
whose task it is to
spread them and get them
accepted by the people."*

EMERY REVES.

THE ANATOMY OF PEACE



THE
NEW YORKER

NO. 25 WEST 43RD STREET, NEW YORK 36, N.Y.

PEOPLE FEEL MORE PROSPEROUS

For the first time in 16 months, March non-farm employment topped the year-earlier level.

The Labor Department reported idle workers' new claims for unemployment compensation at the lowest level in a year and a half. Such claims in the week ended March 19 totaled 209,000, while at the beginning of last year there were well above 400,000 weekly.

One of the best indexes to the employment situation is in the "Help Wanted" sections of the nation's newspapers. Throughout the country, "help wanted" advertising volume is running 10% to 60% ahead of last year. While there is unusual demand for engineers, chemists, draftsmen and electronic technicians, the demand for salesmen is increasing. The classified advertising manager of *The Dallas Times-Herald*, for example, with "help wanted" ads 37% above a year ago, says, "The biggest demand in our 'help wanted' ads is for salesmen of all types."

There are striking regional differences in the employment picture. In the older sections of the country, the change since war's end ranges from declines to 13% up to gains of 4%. But a similar comparison shows that factory employment has jumped 17% in South Carolina, 19% in Georgia, 54% in Florida, 15% in Tennessee, 15% in Missouri, 73% in Kansas, 46% in Oklahoma, 38% in Texas and 44% in California.

For many years the Federal Reserve Board has been studying consumer finances in cooperation with the Survey Research Center of the University of Michigan. Field interviews taken in January and February of this year indicate that consumers view their current financial situation a trifle more favorably than a year ago. Fifty-nine percent expect good times this year, as against only 43% last year, while only 12% say "bad times" as against 25% last year. Four out of every 10 expect to be making more a year from now than they are today, whereas only three out of 10 were similarly optimistic last year.

The changes since 1950 are startling. Those consumer units making \$7,500 a year and up have more than doubled—from 5% to 11%. . . . Those making less than \$4,000 have dropped from 72% to 53%.

But there are some observe-with-caution signs. Last year at this time 41% of the typical consumer spending units had either no liquid savings or less than \$200 worth. This year the figure has jumped to 48%, indicating somewhat strained buying resources.

From other sources come data giving plenty of cause for more careful watching of credits. Total instalment debt outstanding is at a new high of almost \$23 billion; repayments on instalment debt due are running at an annual rate of 11.6% of spendable income, another all-time high. As Prentice-Hall, analyzes it, "Add mortgage debt of over \$101 billion and other individual borrowings of close to \$40 billion to instalment debt, and you find total individual debt at the staggering sum of about \$163 billion at the end of 1954. That's roughly 64% of total

spendable income . . . and if mortgage debt expansion continues through 1955, individuals' debt will be higher than individuals' assets for the first time in U. S. history!

"Moreover, the people who owe the debt don't generally own the assets. That means that repayment ability depends very basically upon maintenance of prosperity and employment. Any sharp curtailment in business could bring trouble. With 1956 a presidential election year, you can expect the administration to take almost any steps necessary to prevent that eventuality." . . . We think the Republicans expect to remain in business at the same old stand!

SALES DEPARTMENTS ON THE CARPET

The American Institute of Management holds "sales vigor" second in importance only to "executive evaluation" in its company ratings of excellently managed companies.

"It is obvious that sales, which provide the avenue by which goods or services are translated into profit, form the under-girding of all corporate activity. . . . Perhaps no other single function is as closely interrelated to all corporate activity."

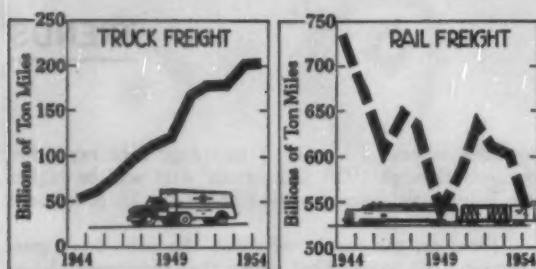
The AIM feels that a review of sales effort is par-

DISTRIBUTION REVOLUTION



The Way Out for Department Stores

"At least \$15 billion spent in these outlets other than department stores (see chart) was for home furnishings," Julien Elfenbein, Editorial Director, Home Furnishings Group, Haire Publishing Co., told a member conference of the National Retail Dry Goods Ass'n . . . "If [the department store] wishes to survive it must eliminate costly services no longer demanded, carry the merchandise which is profitable to the competitor, and move an increasing number of units so that it costs only \$11 to sell \$100 worth of goods (a discount house average), instead of \$33. . . . The store cannot rely on laws made by states or Congress to save it from competition."



Parakeets More Important than Carloadings

Back in 1929 the then editor of this "Trends" department kept a moving average index of freight carloadings, and used it as the chief determining factor in his economic predictions. But it long ceased to be an accurate gauge, as the above charts (courtesy "The Wall Street Journal") show. Today, as a "New Yorker" editorial points out, "If we were to buy only what is necessary to our subsistence . . . we'd be lost. But if we go ahead and get a parakeet and the ultimate lampshade with the fringe on the bottom, we continue to roll along in high style. It is the parakeet, not carloadings, that tells the story."

ticularly significant at the present time because "more expressions of concern over the inadequacy of their sales divisions are being voiced by managements today than any other aspect of business administration. The vigor with which markets are exploited and the wisdom with which sales techniques are being employed leave much to be desired."

The Institute puts much stress on the integration of sales efforts with other departments. "The caliber of the men behind the effort, their selection and training, service operations, delivery facilities, sales quota and pricing policies, and the structural link between advertising, selling and production—all of these must be examined in terms of effectiveness and consistency. An integration of activities among the departments supplying the sales force and the sales department itself allows for the high degree of cooperation needed to make the program a success."

The organization gives a pat on the back to the following companies as having "exceptional sales vigor:"

Allstate Insurance Co.; C.I.T. Financial Corp.; General Motors Corp.; The Gillette Co.; Illinois Central Railroad Co.; Kellogg Co.; Marathon Corp.; Melville Shoe Corp.; Minneapolis-Honeywell Regulator Co.; National Cash Register Co.; Phillips Petroleum Co.; Pitney-Bowes, Inc.; Procter & Gamble Co.; Raymond Concrete Pile Co.; Sears, Roebuck and Co.; Standard Oil Company of California.

BROWNELL AGAINST FAIR TRADE

It surprised almost no one that the Antitrust Study Committee of Attorney General Brownell turned in a majority report recommending that the Federal Fair Trade laws be repealed.

The Attorney General followed up that report by a speech before the National Retail Dry Goods Association in which he took issue with those who argue that Fair Trade helps the little retailer.

He said, "Under Fair Trade the right is taken from a businessman to decide whether to compete for a share of the market by operating on low overhead and charging lower prices, or by attracting customers with more extensive services and higher prices. How can a small businessman, perhaps starting out with limited capital, hope to compete with a large, well-established store which offers credit, telephone orders, delivery service and similar conveniences, if he cannot charge lower prices in the hope of winning some customers away from his competitors?"

Mr. Brownell continued, "Perhaps the discount house operator owes more to Fair Trade than does anyone else. It gives him a fixed ceiling and makes it a simple matter for him to undersell those who are bound by Fair Trade contracts. It also makes it easy for consumers to compare his discount prices with prices fixed by Fair Trade."

However, the first discount house operator to comment on the Brownell Committee Report was Stephen Masters, head of Masters Inc., a large New York City price-cutting discount house, and he welcomed the committee report "as a forerunner of Fair Trade's ultimate repeal."

SIGNIFICANT SHORTS

Are all these mergers dangerous? Sumner H. Slichter, in a recent issue of *The New York Times*, says, "Among 452 manufacturing industries, in only 46 do the four largest companies produce 75% or more of the output; while in 138 industries the four largest companies turn out less than 25% of the output. In the remaining 268 industries the four largest concerns make from 25% to 75% of the product."

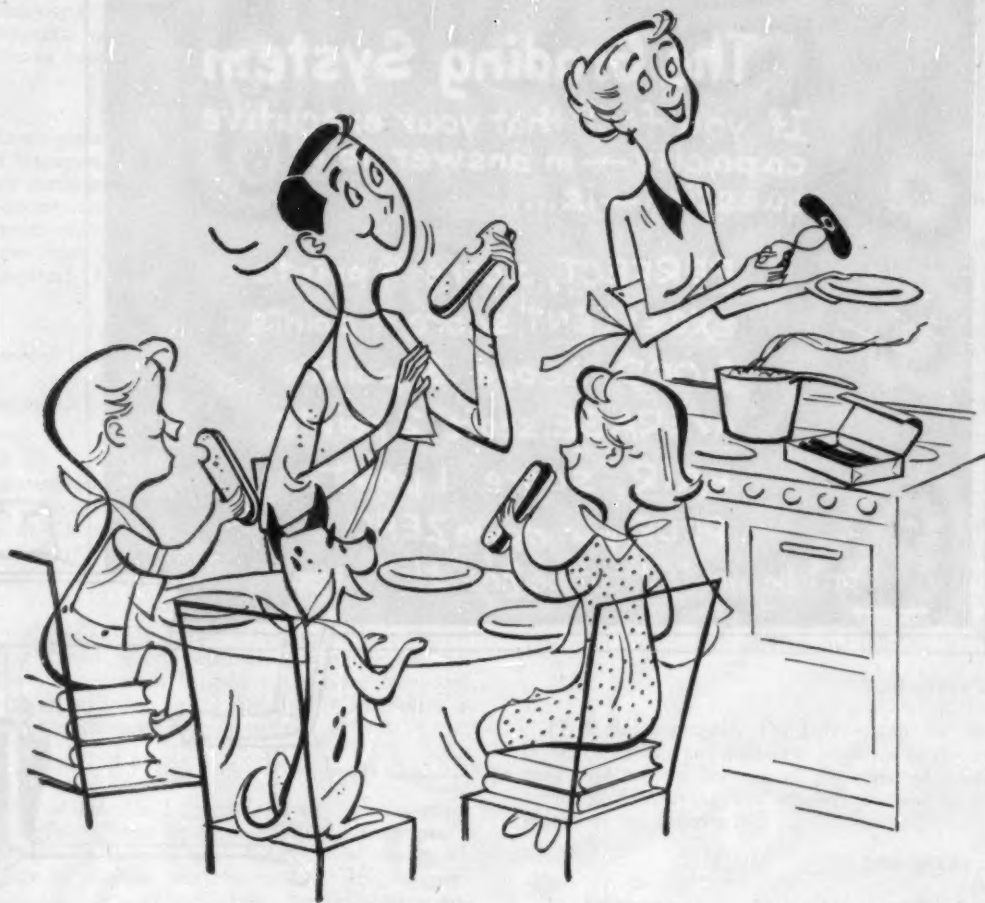
Look ahead by looking back, suggests The Research Institute of America. "Living standards have doubled since 1900. What took an hour's work then takes 23 minutes now. The average family in 1895 spent \$1,728 in terms of purchasing power in 1950. Their counterpart in 1950 spent \$3,902. The future promises at least equal growth; probably more, considering the ever-faster pace of technology."

Production costs of business paper advertising: The Associated Business Publications has released its fourth annual study of leading advertisers. The top 177 advertisers in business magazines, other than general news magazines, spent upwards of \$175,000 each, a total of \$82,614,598, or roughly 22.2% of the \$372 million invested in business publications last year. The listings report only the money invested in space, but advertisers were asked how much of the total business paper budget went into production costs, such as mechanical, art work, etc. The range was from a high of 44% to a low of 1%, with a midpoint of 14.5%. . . . For the fourth successive year General Electric led the field with an investment of \$3,400,000 in business papers last year. General Motors was second; Allis-Chalmers, third; DuPont, fourth; Eastman Kodak, fifth.

No demand for low-price merchandise? A study of the retail advertising in New York City newspapers for 1954, made by Neustadt Linage Service for *The New York Times*, shows that 74% of the advertising was for medium-price and high-price merchandise—only 26% for low-price wares. Men's suits are a good example of the Neustadt price range: low-price, up to \$46; medium-price, \$46.01 to \$70; high-price, over \$70.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



Packaged franks are frankly gaining...in Iowa!

THE DES MOINES REGISTER AND TRIBUNE

An "A" schedule newspaper in an "A-1" market!

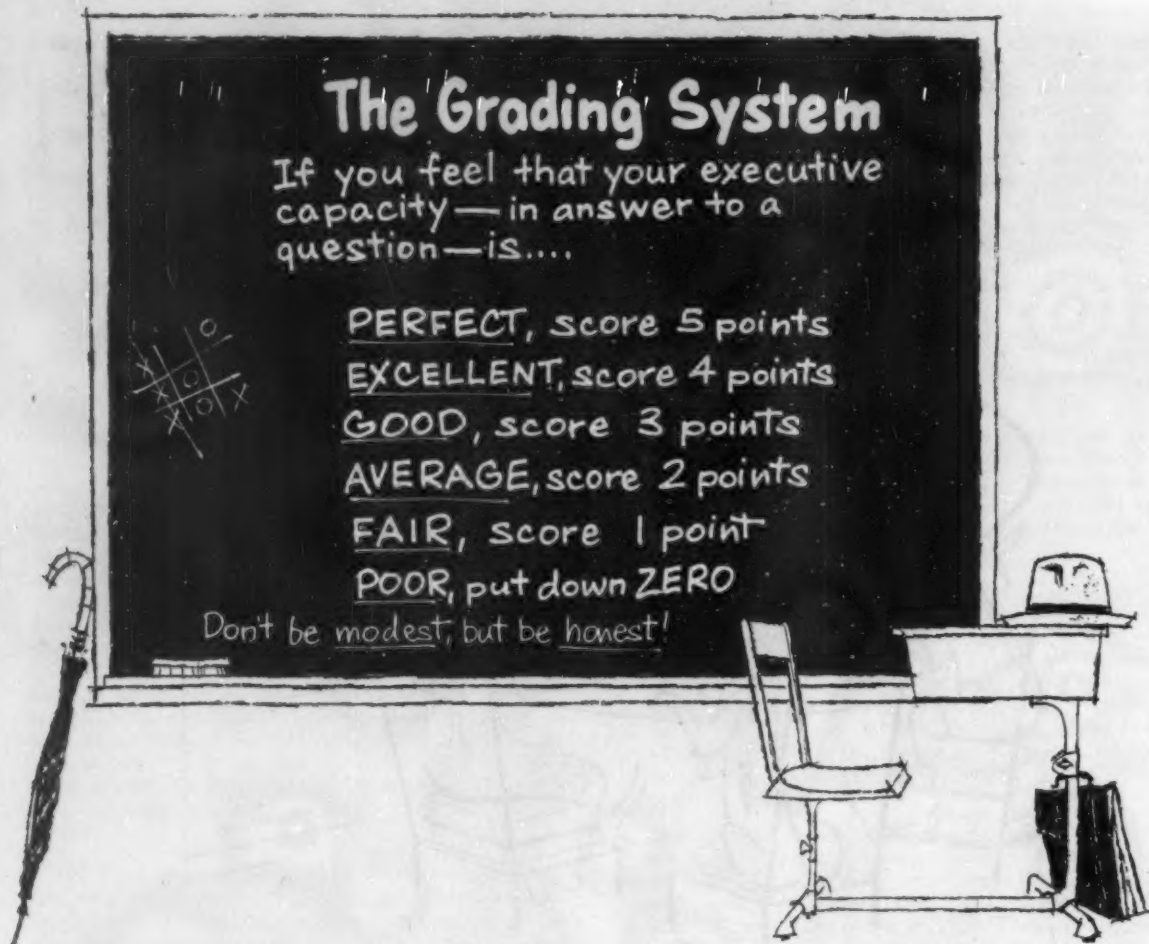
Gardner Cowles, President

REPRESENTED BY

Scolaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia
Doyle & Hawley—Los Angeles and San Francisco

Yep, among Des Moines Sunday Register readers, and they're 1,310,000 strong, packaged frankfurters are winning new friends every day. We're naturally modest, but we would like to point out that the Sunday Register gets that product story into most of the homes in Iowa. From 50% to 100% saturation in 81 out of Iowa's 99 counties, for example. So with on-the-farm packaged frankfurter use up from 18.8% in '53 to 25.4% in '54, and city-town up from 25.3% to 33.2% in the same period*—we suggest you get your share through the one medium that gives you this entire rich state... *The Des Moines Sunday Register!*

***OUR FACTS?** They're from the latest "Brand Inventory in the Homes of Iowa Subscribers" to The Des Moines Sunday Register. An accurate and factual check of family buying habits. Write for your copy on your company letterhead.



Spring Examination for Sales Executives

BY ARTHUR A. HOOD*

My Capacities:

1. Faith. Do I have a belief in sales as a career? Do I hold a crusading faith in distribution as the most important segment of our economy? Do I recognize that to sustain productive employment we must sell its output at a profit in a free choice market? Do I believe that the value added by distribution is as important as the value added by production?

Your grade _____

2. Mental vigor. Do I have receptivity to new ideas which may benefit my business? Do I accept the inevitabil-

ity of change and maintain a research attitude, seeking "what we will be doing when we are not doing what we are doing now?" Am I teachable? Can I banish pride and prejudice and learn from others?

Your grade _____

3. Comprehension. Do I strive to really understand new concepts? Do I weigh them in the scales of practicability? Do I have a healthy respect for tested fundamentals and study how to reconcile the new with the old in procedures?

Your grade _____

*Editor, *American Lumberman & Building Products Merchant* and past chairman, National Sales Executives, Inc.

4. Judgment. Do I practice discretion, discrimination and selectivity in adopting and adapting new techniques? Do I subjugate opinion to facts? Am I fair, impartial and intellectually honest in all dealings?

Your grade _____

5. Money-sense. Do I recognize that the first requirement of management is to make a net profit? Am I adept at money mathematics? Do I correctly interpret budgets, ratios, quotas, cost and expense controls, capital requirements, profit objectives, financial and operating statements and relate them to current and long swing sales policies and objectives? Do I use credit effectively as a sales tool?

Your grade _____

6. Planning talents. Can I take situations, trends and facts and blend them into new and revised policies and strategies which will improve results in our operation?

Your grade _____

7. Programming ability. Can I break down policy and strategy into practical tactics and combine the right methods and instruments into a detailed blueprint for effective action?

Your grade _____

8. Art of pricing. Do I have a customer-minded sensitivity that knows where profitable pricing begins and ends? Do I recognize a bargain when I see one—and know how to capitalize on it? Am I adept at making a profitable price stand up in competition?

Your grade _____

9. Technical skill. Am I a master of all the most effective tools and equipment for successful sales management? Am I completely familiar with the technical aspects of such things as product need, acceptance, design, style, specification, packaging, identification, market penetration, distribution channels, advertising and promotion?

Your grade _____

10. Drive. Do I have the capacity for sustained initiative? Am I prompt in organizing new programs—in launching changes and improvements in procedure? Do I follow through on every program I launch? Am I adept at getting enthusiastic acceptance and aggressive application by the sales organization?

Your grade _____

11. Deputization. Am I a master of laying out subordinate job specifications and then finding, selecting and developing colonels and, through them, captains and lieutenants who will follow through, as I would, on established objectives and programs?

Your grade _____

12. Supervision. Do I have the *super-vision* that good supervision requires? Do I maintain a firm but light touch on the reins by verifying, checking and stimulating rank-and-file performance? Do I know and use the varied incentives available for better manpower productivity?

Your grade _____

13. Empathy. Do I practice this with associates and customers at three levels (1) by striving to think and feel as the other fellow does; (2) by striving to make the other

fellow understand my own thoughts and feelings; (3) by attempting to reconcile the two viewpoints into a program for constructive and mutually beneficial action?

Your grade _____

14. Communication. Am I adept at developing a four-way flow of ideas, to and from those above, below and on a same plane with me? Do I consistently cause these ideas to be activated by the right people at the right time and thus improve results? Do I have the ability to teach, train, coach, counsel and encourage my staff and associates?

Your grade _____

15. Leadership. Do I lead by demonstration as well as persuasion? Is my life an open-book example of what I seek in others? Am I able to inspire a high morale and team spirit in the organization? Can I develop a like facility in subordinate personnel? Do I know how to motivate people to work harder—and buy more?

Your grade _____

16. Environmental sensitivity. Am I aware of the intra-industry and interindustry developments, including competitive trends, supply and demand levels, and the economic projections that may affect our business positively or negatively? Can I identify and segregate the problems that need constructive analysis and solution?

Your grade _____

17. Problem analysis. Do I bore and dig under the layers of surface and substrata problems to the real problems that are the bedrock of the apparent ones? Am I adept at identifying and clarifying these in terms of objectives for solution?

Your grade _____

18. Problem solving. Am I able to apply imagination, originality, inventiveness, resourcefulness and creativity in finding practical solutions to problems? Have I developed a technique for testing solutions before widespread application?

Your grade _____

19. Expansion. Do I have the faculty of recognizing and identifying success patterns that are capable of repetition? Do I know how to expand their application to the limit of every market or marketing potential?

Your grade _____

20. Statesmanship. Do I participate in and contribute to civic, community, sports, aesthetic, educational, political and religious activities which will further the growth of my personality and prestige, and help to perpetuate our free way of life?

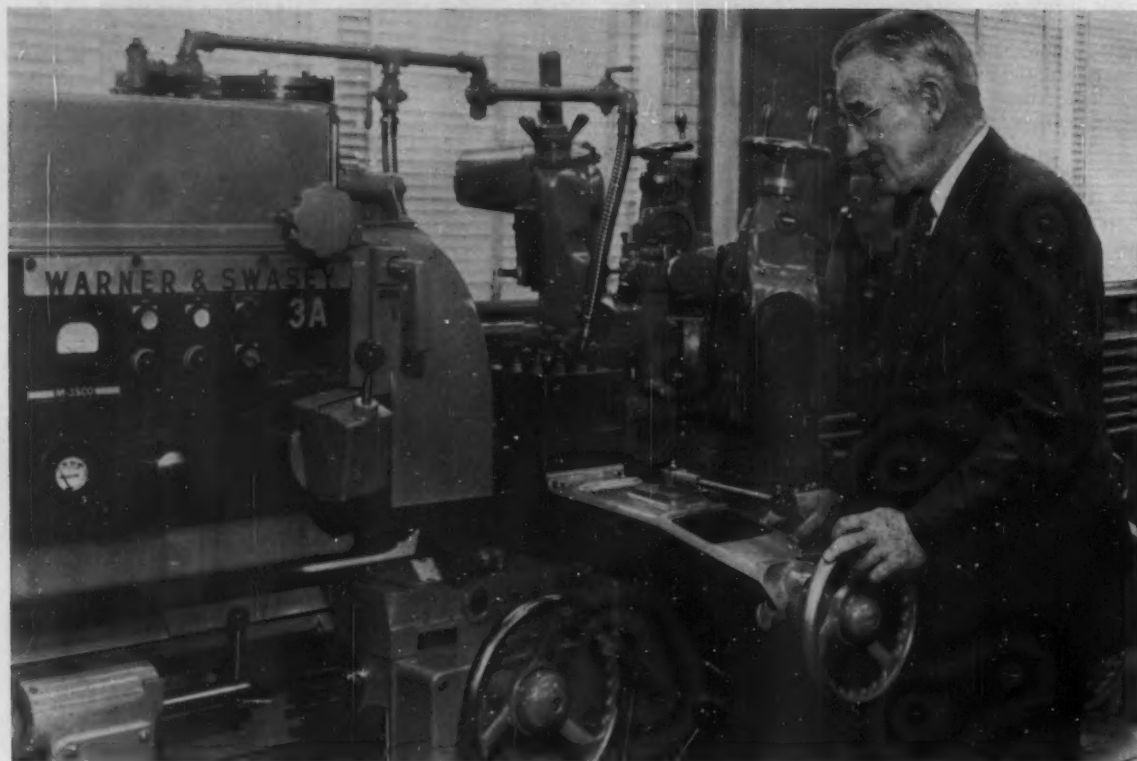
Your grade _____

Your total grade _____

A grade of 65 is good, 75 excellent, 85-90 genius at work!

Each of these capacities may be deliberately cultivated and expanded. It is suggested that you date your examination currently and file it for review of progress at each anniversary.

The End

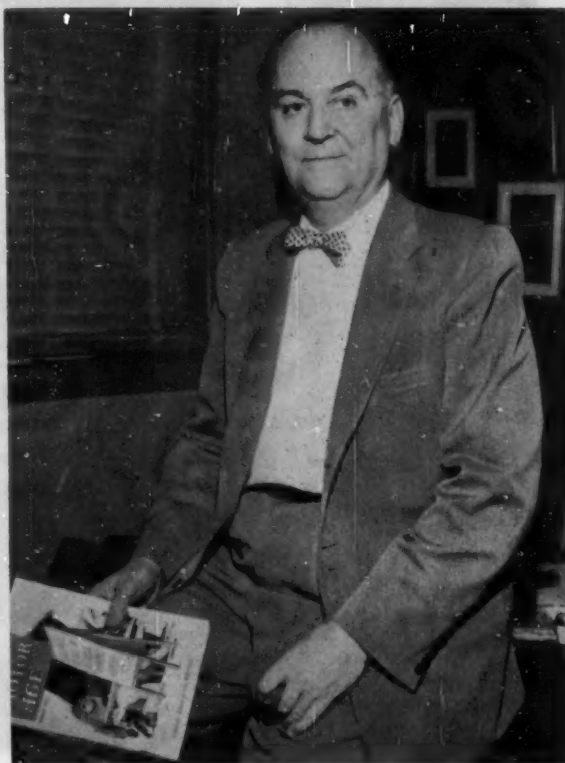


**Not from Missouri,
Not a Doubting Tom
But Show Him Anyway!**

"He's" Walter K. Bailey, tolerant, practical new president of The Warner & Swasey Co., Cleveland machinery manufacturers with an international market. The former v-p in charge of sales, he's spent his entire work career with the company. As a lad he used to work on the yard of Frank Scott who later became W & S's president; when he came out of Oberlin College he started working in Mr. Scott's plant. But business was bad and got worse; less than a year later he was laid off. After a few months of book selling he went back to Oberlin—as physical ed teacher and football coach. But at the year's end Warner & Swasey called him back, put him into field selling. From there on his climb was steady and uneventful—Cleveland district sales manager, manager of Service Department, assistant sales manager. . . . How does a salesman like Bailey know so much about engineering? Says he: "When you sell machine tools you spend a lot of time in metal working plants where production problems are similar to a machine tool plant. When you sell machine tools you may have to do practically an engineering job for your customer." His mind works like this: A total stranger sent him a letter charging that machines put men out of work. Bailey wrote back a two-page letter. " . . . we must consider," he said, "the economic value to all our people of what we produce rather than placing a value on the time and energy to produce it. . . . During my lifetime a 10-hour day has changed to an eight-hour day . . . the work week has shortened to five days. . . . We have so much more with less work." The stranger seems to have bought Mr. B's ideas.

Red Roses Came Only Once . . .

Recently, when G. Carroll Buzby became president of the influential Chilton Co., Philadelphia business publications house, someone sent him an armful of beautiful, deep-red roses. "First flowers I ever got," he said. Carroll Buzby isn't the type people send posies: After he graduated from Friends Central School in his native Philly, he left college to drive an ammunition truck for the French Army during World War I; then he served in the U. S. Marines which had, by that time, gotten into the fray. He won his commission two weeks before the Armistice, became a legation guard in Peking during 1919. Only then did he feel he was ready for college again. He went back to Princeton, graduated in 1920. That same season he joined Chilton as a subscription salesman. From there he moved into market research work, sold space for *Automobile Trade Journal*. In '45 he was made director of the firm's Automotive Division and two years later became v-p. . . . Takes a special pride in "my fifty-cent tour" of Chilton. Knows every piece of equipment in the composing and press rooms, how each works, claims his plant is the most modern for business magazine printing. (Chilton now has 12 magazines.) Buzby on salesmanship: "Today salesmen are required to be better equipped because buyers are more knowing. They buy less from passion." Buzby likes to fish, golf, listen to music and read.



His Past Was Cereal-ized: His Future's in the Deep-Freeze

Joseph V. Getlin has a new job: He's now v-p in charge of sales for the world's largest farming-freezing operation, Seabrook Farms Co., Bridgeton, N. J. Annually this colossus produces 100 million pounds of quick frozen foods—a whopping (15%) chunk of the national volume of frozen fruits and vegetables. Until he moved into this big job he was general sales manager for Ralston Purina Company's Cereals Division. He was 31 when he joined Ralston, in 1942. And his advancement through its sales ranks had been uninterrupted. Sales volume—which was what got him Seabrook's eye—had increased steadily while he guided the Cereals Division's activities. Last year, for instance, both sales volume and profits were at an all-time peak. His new boss, John M. Seabrook, had this to say about Joe's appointment: "... (this) is but the first in a series of moves designed to step up our sales activities and increase effectiveness. . . . We plan to be the dominant brand in our marketing area and are scheduling our activities toward that end." Which means that Joe Getlin is going to be the busiest frozen foods salesman in those parts.



AFTER COFFEE, this marketing director will sit down to a product sales clinic to see . . .

How Ethyl Demonstrates Quality

Getting a firm grip on his box lunch, the man (above) is Stephen Bennis, marketing director, Gross Distributors, Inc., New York City, wholesalers of familiar Stromberg-Carlson, Lewyt, Magic Chef. After ham on rye, apple pie and coffee, Wholesaler Bennis and 80 others sat down in a mid-Manhattan auditorium last month to witness a product sales clinic that . . .

. . . is sponsored and presented by Ethyl Corp., New York City, to help oil companies train service station personnel to actually sell;

. . . is made up of a giant cutaway model of a motor and its parts, animated motion pictures, color slides, a real honest-to-goodness motor and a dozen other "live" visual demonstrations;

. . . has traveled country-wide, been presented more than 4,500 times, seen

by 200,000 service station people representing 200 oil companies.

The lunch-fed visitors were members and guests of the National Visual Presentation Association, New York City. They were there to see how Ethyl uses visuals to help oil companies sell their dealers on the quality of their products.

Why? According to William K. McCulloch, assistant manager, advertising and sales promotion, Ethyl has long been conscious of a tendency among motorists to blame lubricants or gasoline for poor engine performance. Choice of fuel or lubricant is strictly up to the driver, points out McCulloch, and if trouble develops in engine performance, the driver can "immediately damn these two products and take his business elsewhere."

Actually, oil and gasoline can rarely

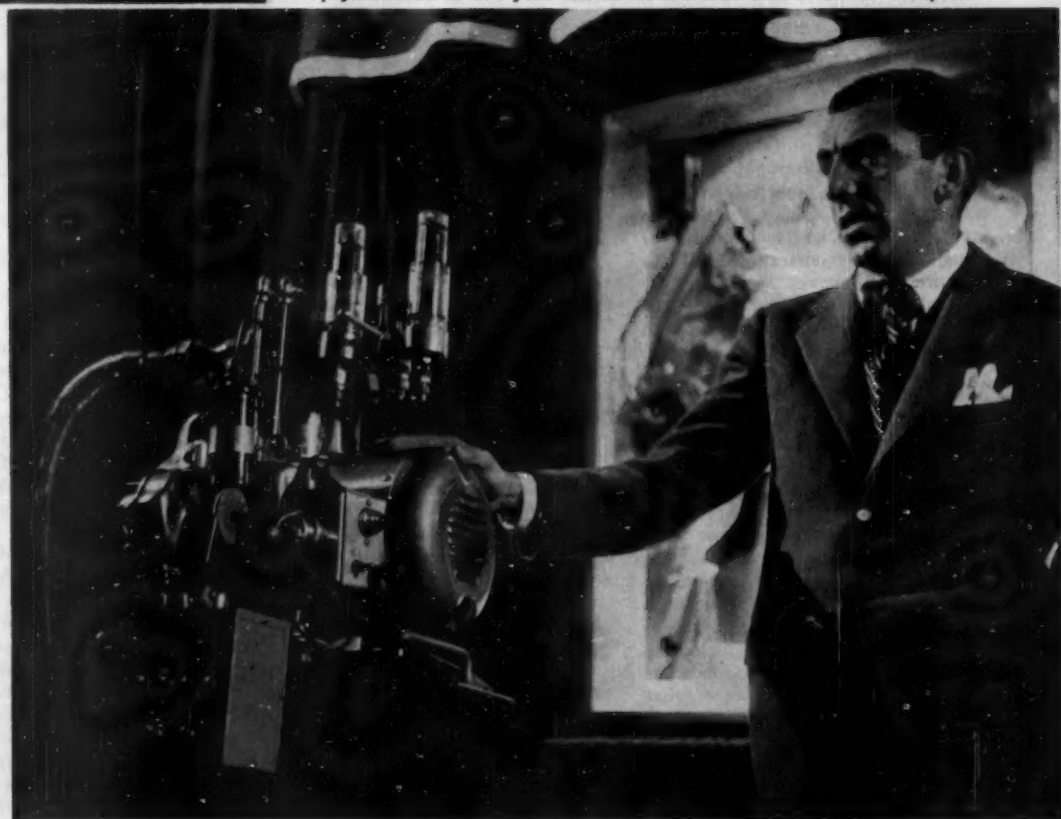
be blamed for motor ills, states McCulloch. "The trouble may be in the generator, carburetor, spark plugs or any number of places. And if the oil becomes too dirty to do its job, it's not the fault of the oil; it is caused, rather, by over-use and engine neglect.

So, to create more satisfied customers, there is a need to educate them through dealers on "the true value" of products sold by all reputable oil companies. Thus, Ethyl began its product sales clinic, now geared to fit into the regular dealer training programs of Ethyl customers—the oil companies. It is simply a matter of retail training. The program helps service station men gain a better working knowledge of auto engines, fuels, lubricants, tires, batteries and accessories. Training stresses *quality* selling: "No station ever lost a customer because the oil was too good or be-



FACTS AREN'T enough—it takes visuals to convince, says Ethyl representative, left. To prove point, Ethyl demonstrator, above, illustrates a point visually. "Where would this dirt be," he is saying, "if it weren't in the oil filter?"

"NOW YOU KNOW how good service can move premium products. Make up your mind to sell your customers the best instead of the cheapest."



Photographs
by
GUY GILLETTE

APRIL 15, 1955

41

cause the gasoline gave too much power."

Theme: "Ask them to buy, and tell them why."

It was James E. Boudreau, now director of Ethyl public relations, who got the program underway when he was central regional manager in Chicago. A workshop hobbyist by skill and inclination and an automotive engineer by training, Boudreau created the first giant motor-parts models in his basement. By the time he had turned out a distributor cap three feet in diameter, spark plugs a foot high and other similarly scaled working models, it took two trucks to haul the stuff away.

Result: Today Ethyl has 11 product sales clinics on the road, each similar to the one the box-lunchers saw. Some "automation" refinements have been made, so that the visuals for each show can be packed comfortably into a station wagon. Some of the original models, for example, have been converted to animated film. Elaborate electronic controls for projectors and sequential lighting systems were developed by Harold A. Mehler, an Ethyl laboratory engineer who specializes in the creation of demonstration devices.

One of the units is in Venezuela at the moment, another in Canada. The show gets around.

Who? From its nation-wide sales and service organization, Ethyl selected men with suitable technical backgrounds and brought them to Stamford, Conn., where each man was trained for at least three weeks in the operation and maintenance of visuals and demonstrations. Their oral presentations, too, were carefully checked by management before the men "drove the show away in station wagons" to their respective territories.

The men can set up the visuals in two hours. The presentation, carefully planned, staged and timed, is punctuated with visual demonstrations every few seconds. The show requires 60 minutes, can be presented before groups of 10 to 150 service and sales people. Usually the show is set up in company training centers.

Typically, the product sales clinic is presented only as a segment of a larger show which an oil company, brings to its retail personnel. For this reason, Ethyl's clinic must be brief and have a high degree of what Ethyl calls "receptivity."

It must be *convincing*. This is the job of visuals. "What the dealer sees will come back to him on the service station drive."

How does Ethyl "sell" its show? First, the rate of turnover in service station personnel makes it mandatory for oil companies to constantly train new men. There is, actually, a constant parade of new people who need to be exposed to sound retail selling. Thus, the program is based on service to Ethyl customers.

Ethyl gives oil company top management—including sales—the opportunity to preview the clinic in home offices. Management then decides (1) how the clinic will mesh with over-all training plans and (2) where and when the clinic should be staged. The preview serves to brief sales executives, in particular, on the show's mechanics. They can then issue the necessary instructions to their marketing subordinates who determine policy and operations in the marketing divisions.

Ethyl can take the show to any state and any city in the U. S., all without cost to the firms requesting it.

Promotion: Ethyl provides a complete promotional package to users. It includes locally imprinted, personalized invitations, photographs, press releases for company house publications, newspapers. There is, for example, a booklet for management people: "Training the Key Man of

Your Business." The booklet suggests that "the man at the pump" is the man who must "keep car owners happy with your products and service." It then describes details of the clinic, saying, "A warm welcome awaits your dealers and service men. . . . Ahead is one of the most profitable hours they may ever spend."

An invitation folder, imprinted with the oil company name, goes out to dealers: "A live show to give you new inside information. . . . Unusual demonstrations . . . to illustrate the facts about your business. . . ."

Since retentivity is a primary objective of the product sales clinic, there is provided a take-away booklet for trainees, "packed with valuable and interesting facts about automobiles, fuels and lubricants." Actually, the booklet summarizes high points of the meeting.

After three years, demand for the show continues. This is the measure of success. Almost every oil company has used the show at some point in its marketing area. Usually a company takes the show for a predetermined schedule of several weeks. Each company's use of the show is on an individualized basis; products displayed and the oral presentation emphasize the brand-name products of the company sponsoring the meeting. **The End**

Variety Stores Pick Best Packages of 1955

Variety store merchandisers are acutely aware of the value of good packaging. An attractive, functional package, they feel, is vital in a field where volume sales and quick turnover are indispensable.

As evidence of the interest in packaging, top merchandising men of the nation's leading variety stores recently served on a contest panel to select The Best Package of 1955. The contest, which was the 19th annual competition to be sponsored by *Variety Store Merchandiser*, attracted about 500 package entries.

Chosen as best of all were the archery set packages of the Withington Co., Buckfield, Me. The packages were designed by Lester Gordon, Ray Mills Advertising Agency, Inc., Auburn, Me.; boxes were made by the Packard Paper Box Co., Inc.,

Malden, Mass., and Fort Orange Paper Co., Castleton-on-Hudson, N. Y. These packages also won first award in the *Toys & Games Division*.

A total of 26 variety store suppliers won awards for their packaging achievements. Five of the top seven winners, including Withington, are shown in the accompanying photographs. They are:

Miscellaneous Division Winner: Pioneer Knitwear Co., New York City, for its Infants Knit Sweater Sets package, distributed by Manufacturers Exchange; designed by David Kurtz of Pioneer; box manufactured by Samuel Barnett Co., Philadelphia.

Stationery Division Winner: Lily-Tulip Cup Corp., New York City, for its Lily-Ful-Vue Cups package, designed by Lippincott & Margulies,



FRAMED for soil-proof inspection, Pioneer's Infants Knit Sweater Set.



AIMED at little Indians and archery amateurs, Withington's archery set was named Best Package of 1955 in "Variety Store Merchandiser's" competition.



COMPACT and colorfully in view, Lily-Tulip Cup Corporation's award-winning take-home package of paper cups.



NEAT and handsome and ready for purchase, Personal Products Corporation's disposable "Jonny Mop" kit.

Inc., New York City; boxes manufactured by United Board & Carton Co., New York City, and National Folding Box Co., Bogota, N. J. Acetate supplied by Celanese Corporation of America, Newark, N. J.

Household & Housewares Division Winner: Personal Products Corp., Milltown, N. J., for its "Jonny Mop" De Luxe package, designed by Charles Magers, Hopewell Township, N. J. Box by New Haven Board & Carton Co.

Hardware, Paint & Elec Division Winner: Bridgeport Fabrics, Inc., Bridgeport, Conn., for its Inner-Seal Weatherstripping package, designed and manufactured by William Perry, president, Cambridge Paper Box Co., Cambridge, Mass., in collaboration with Henry A. Loudon Advertising Inc., Boston.

The other top winners in the *Variety Store Merchandiser* packaging competition (not shown in the photographs above) were Johnson & Johnson, New Brunswick, N. J., for its Band-Aid Patch-Spot-Strip plastic bandage package, and John Dritz & Sons, New York City, for its Dritz Sewing Aid line of items on individual cards.

Johnson & Johnson won the award in the *Cosmetics & Toilet Goods Division*. The Band-Aid package was designed by Nowland & Schladermundt, industrial designers of New York, and the can was manufactured by J. L. Clark Manufacturing Co. Rockford, Ill.

With an entry consisting of 11 packages, John Dritz & Sons received first award in the *Notions & Related Lines Division*. **The End**



ALIVE with display appeal, Bridgeport Fabrics' Inner-Seal Weatherstripping.

How Dowell Balances Engineering Skills With Sales Know-How

This company, selling services and products largely to the oil industry, is prospering because it has learned to apply to a technical operation the most important fundamentals of both salesmanship and sales promotion.

BY EUGENE WHITMORE

Dowell Incorporated, Tulsa, established as a service subsidiary of The Dow Chemical Co. during the bottom of the depression in 1932, has multiplied its first year's sales by 100 in 22 years of business.

The company renders complicated technical services to industry and highly specialized technical services to the oil industry, and sells a group of products to its technical-service customers.

R. D. Shaw, senior sales consultant and one of the original 18 men hired

to start the organization, says, "From zero experience in the service business, Dowell has learned a great deal . . . much of it the hard way."

Realizing from the start that its salesmen would need engineering know-how, and its engineers, sales training, Dowell mapped out a course of instruction to cover both requirements. A two-year training period is devoted to developing an engineer into a sales engineer.

Next problem was the building of a sales-minded organization. As dem-



TECHNICAL SERVICES which Dowell provides for oil fields and industry demand trained men and specialized equipment.

WHO AND WHAT IS DOWELL?

Dowell is a service subsidiary of The Dow Chemical Co., Midland, Mich. Established in 1932 with "zero business," this Tulsa organization now has more than 1,500 employees, 1,578 pieces of automotive equipment.

Dowell operates in 45 states, the District of Columbia and six Canadian provinces.

The company's first service was acidizing oil wells. By the use of properly inhibited acid, new channels are etched out of formations to provide increased flow of oil.

Another of its services to the petroleum industry is the sand fracturing of oil-bearing formations to open up new and larger channels to increase the flow of oil. This process is used in formations which do not respond to acidizing.

Its services to industry include boiler and tank cleaning (removing deposits) and the treatment or cleaning of liquid-handling equipment such as pipe lines, storage and transportation facilities.

The company also sells products which are used for similar purposes.

onstrated in the company, 85% of its 1,500 employees have direct customer contacts. So each must be trained to use "sales sense" in many phases of his work.

After a period of trial and error, Dowell solved its training problems this way:

1. Adopted tests for all applicants: rigid physical examinations followed by tests to determine aptitude, temperament and quick-thinking skills and abilities. These tests have reduced to negligible proportions the turnover of good men.

2. Encouraged men to develop skills by self-improvement.

Concluding that no one sales training course, no matter how good, answered all its sales training requirements, Dowell created its own. After a year's field work with the Jam Handy Organization's training specialists, it laid out a tailor-made training course with text, sound films, quizzes and practice sessions. Trained men give lessons, conference style, in the various company stations.

Initially, Dowell gave a "train-the-trainer" course to two groups of 20 experienced men. Purpose: To develop men qualified to lead training sessions in all parts of the country.

SALES MANAGEMENT



the other side of the selling penny



In the course of our work for clients we have learned a good deal about the *other side* of the selling penny.

The side most folks think of first is the SELLER'S side . . . with all its familiar problems of pricing, advertising, distributing, selling, servicing.

But the BUYER'S side of the penny is important, too. Here you see the *buyer's* problem of finding product information, studying, comparing, and finally selecting and talking to the two or three salesmen whose companies appear to have the product wanted, or to come closest to it.

These are the two sides of every penny spent to produce orders.

The point that intrigues us is that some manufacturers, who do a grand job on the *selling* side, ignore the few simple steps that speed sales by *helping buyers buy*. Steps like this:

One client, by seeing to it that all important prospects in one market have adequate information about his process handy at all times, can now offer three courses of action in every advertisement, instead of one; now has a new sales approach for his salesmen; now automatically helps old customers get more out of the equipment he has sold them!

There is a good chance that you, too, can put *both* sides of every selling penny to work, with telling results.

If you're interested, we'll be glad to tell you more about how other manufacturers do it.



The Schuyler Hopper Company

12 East 41st Street, New York 17, New York LExington 2-3135

"Ditch-Digging Advertising" that Sells by Helping People Buy

® REG. U. S. PAT. OFF.

Then it launched the sales training course for all sales engineers, for all service engineers who have completed their technical training course, and—this is unusual—for all others who desire it. Many who never expect to do sales work (buyers, accountants, clerks, chemists, research scientists, foremen, shopmen) take the course. It develops their appreciation of Sales and its importance to the company. Perhaps more important, it teaches that the principles of selling apply to everyday routine work.

Dowell holds many sales meetings. The various districts and areas have their own which are attended by members of the general sales staff from Tulsa. Engineers from this staff travel constantly in the districts to keep training continuous and to inform men about new techniques.

An annual industrial sales meeting is carefully planned. It is designed to bring out discussions of all current problems. Discussion leaders are notified months in advance of this meeting, given assignments, and expected to do a thorough research job on their subjects. They must offer a practical solution to the problem assigned them. In one case a man did not cover his subject thoroughly; he was reassigned the same subject and asked to dig deeper for the next meeting.

Dowell has always emphasized the importance of wide coverage of prospects. To spread word of its services, it advertises in one general business magazine (*Business Week*), in 30 oil industry magazines and in 13 indus-

If You Sell to Industry, Says Dowell, It Pays to:

1. Invest in aptitude tests when you hire sales engineers.
2. Design and custom-build a sales training plan which meets your specific requirements. Make it available to other-than-sales personnel to make the entire company "sales-minded."
3. Make training a continuous function to keep pace with dynamic changes in industry.
4. Find and cultivate all the men who influence the order. The man who operates equipment is usually a key man.
5. Maintain a well organized flow of intelligence from the home office.
6. Support the sales department with both industrial magazine and direct mail advertising.
7. Keep the engineers "moving around" to maintain contact with every phase of the industries they serve.
8. Teach sales engineers to cultivate territories intensively to reduce travel time.
9. Maintain close contacts and conscientious service with old customers to hold sales costs down through repeat orders.

trial magazines. To reach young engineers, chemists and other technicians, it uses space in college papers in areas offering opportunities for recruiting new employees.

Direct mail flows constantly from headquarters, much of it featuring local case histories and accompanied by letters signed by district managers. Localized case-history material comes in the main from areas covered by the mailings.

To keep in touch regularly with its staff and with customers and prospects, Dowell puts out several publications as part of its direct mail or communications system. They include: *The Acidizer*, monthly bulletin resembling an engineering data sheet and punched for binding; *Dowell Service Bulletin*, mailed to industrial prospects and customers. These publications go to customers and prospects.

Four publications sent to Dowell men only, as a means of maintaining company communications on latest developments and achievements are: *Oil Field News Letter*, filled with success stories of oil well treatment by Dowell; *Industrial News Letter*, with success stories of Dowell treatment; *Oil Field Technical Bulletin*; *Industrial Technical Bulletin*.

The company divides sales activities according to (1) type and size of company, (2) title and job responsibility of each individual, and (3) the area in which its activities are concentrated.

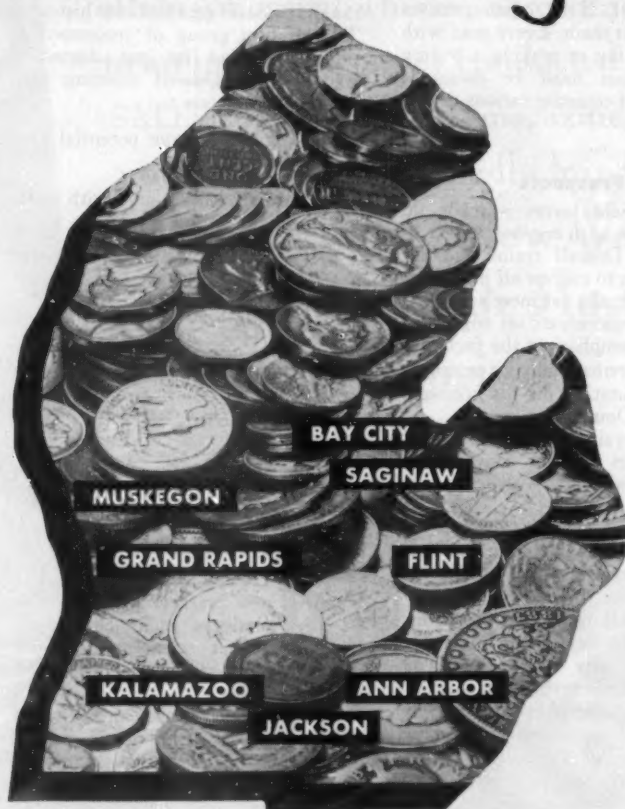
The major companies, with super-



FOR LARGE-SCALE oil field acidizing or fracturing operations, Dowell maintains topnotch field equipment which is operated by skilled technicians. Teaching engineers to

sell and salesmen to understand engineering problems is a challenge the company faced and solved. Two years are required to develop an engineer into a sales engineer.

Sell More in Home-Owning.. **MICHIGAN!**



Whether it's paint, floor coverings, home appliances or what have you . . . you can't match Michigan anywhere in the States for home-owner sales potential! Michigan paces the nation with a home-owner figure of 67.5%.

Booth Newspaper circulation goes home to 70% of all homes in 8 great markets with a total population of 2,117,944.

... Total Booth circulation (publisher's statement) is now 434,819 . . . up 8,100 over one year ago!

When it's Michigan distribution you want, Booth Newspaper schedules and dealer merchandising contacts can really give it to you. Call a Booth man and let him give you specific facts regarding your products.

Call your Booth man today!

A. H. Kuch
110 E. 42nd Street
New York 17, N. Y.
Oxford 7-1280

Sheldon B. Newman
435 N. Michigan Ave.
Chicago 11, Illinois
Superior 7-4680

Brice McQuillin
785 Market Street
San Francisco 3, Calif.
Sutter 1-3401

Wm. Shurtliff
601 Ford Building
Detroit 26, Michigan
Woodward 1-0972

8 BOOTH *Michigan* Newspapers

"YOUR MICHIGAN MARKET OUTSIDE DETROIT"

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

APRIL 15, 1955

47

intendents, geologists, engineers scattered from one end of the country to the other, have home-office staffs of experienced technical men. Dowell brings its sales and technical messages to every one of these men for a specific reason: In a large company, the buyer—the man who signs Dowell's contract to treat an oil well—is usually the superintendent who, in turn, may depend on an engineer for recommendations. Thus, not only must district or area superintendents be called on regularly, but the selling must extend to engineers.

Experience shows that major com-

EAGER READERS?



yes,
and "live"
ones, too!

When you check circulation statements, please note that the Farmer-Stockman counts only "live" (paid-in-advance) subscribers . . . none are carried in arrears.

Furthermore, all subscriptions are secured without the means of come-ons . . . premiums, gimmicks, gadgets, gew-gaws. Folks subscribe to the Farmer-Stockman because they want it! So, assure yourself of "eager" readership in the rural Southwest! Remember, Farmer-Stockman circulation is not only big . . . it's clean! The Farmer-Stockman gives you only "live" subscribers . . . eager readers who make your advertising expenditures "pay off" at the cash register!

the Farmer-Stockman

Owned and Operated by
THE OKLAHOMA PUBLISHING CO.
The Daily Oklahoman • Oklahoma City Times
WKY Radio • WKY-TV
Represented by THE KATZ AGENCY

panies also have "recommenders" in their geologists, engineers, drilling foremen; they, too, must be sold.

For small oil companies, small operators, even the newest wildcatter punching his first hole in the ground, Dowell aims to have a man on the job to sell technical services. In the case of a new well, he has to be there promptly because oil field decisions are made quickly. The Dowell man who reaches a new well a day late may lose his best selling opportunity.

Dowell's selling is never finished. Even companies that obtain profitable results from Dowell services can forget Dowell, if its representatives stop calling on them. Every man with a part in buying or making a buying recommendation must be contacted and the line of communications to him kept open.

Call on All Prospects

Dowell's field forces is made up largely of men with engineering background, but Dowell trains and encourages them to call on all prospects. To counteract the engineer's natural tendency to concentrate on engineers, the company emphasizes the fact that a drill-rig foreman may be a major factor in requesting his top management to use Dowell services.

For the advance planning so vital to wider sales contact Dowell develops three sales plans: general, district, area.

After careful analysis, these plans are passed on to the field staff so that each sales engineer may familiarize himself with all three.

Plans for selling the petroleum industry must be flexible to allow for discoveries of new productive fields and for development in old fields.

District and area plans are made to fit prevailing conditions in a business where nothing is static, where new fields are discovered, new techniques tried and, if found profitable, may overnight increase demand for services. Thus, each area sales plan is tailored to fit current conditions, not conditions which existed last year.

Sales engineers also make quarterly, monthly and weekly sales plans geared to immediate conditions in their areas.

During the high sales months—May, June, July and August—sales engineers double as service engineers to meet service demands. Since a sales engineer may be unable to maintain his schedule of personal calls, he uses long-distance telephone to "visit" with prospects, remind them he is on the job ready to serve them. To release more men for this rush season, the company gives sales engineers an extra week if they take their vacation

in December, January or February.

Selling services to industry (where every company with pipe lines or with a steam boiler is a prospect) is different, Dowell says, from selling to the oil industry.

Deposit removal problems, for one thing, vary from one area to another. A St. Louis man with a battery of steam boilers has no interest in what Dowell did for a similar company in Philadelphia that uses water of different analysis.

Soon after this service was begun in 1942, and sales problems were seen to be local, sales engineers were taught to build up local case histories. Typical is a group of recommendations developed by one discussion leader at a Dowell meeting. He credited his success to:

1. Contacting large potential customers.
2. Finding other plants with problems similar to those serviced.
3. Going after the toughest buyers in each area first.
4. Looking for new applications of Dowell service.
5. Putting lots of irons in the fire.
6. Inducing old customers to help sell new ones.
7. Developing large customers into multiple users of Dowell services.

Alert to New Markets

Every Dowell job may reveal a potential new market. An alert sales engineer analyzes each job, asking himself, "What other plant would have the same set of conditions and problems?"

Each new plant, each new process using liquids of any kind, may be a prospect for Dowell. Salesmen are urged to delve into every organization that operates boilers, chemical plants or uses large quantities of liquids.

Developing this alertness is for Dowell a never-ending job of communications, training and education.

Dowell calls "the spirit of service" an important aspect of its service selling. When present, this intangible carries a terrific sales punch. Without it, a man is lost in competition with a man who has it.

Good leadership, enthusiasm, encouragement, challenge, a willingness to experiment, change, develop, promote men to bigger jobs, are qualities Dowell cites as necessary to the development of a spirit of service; Dowell strives to maintain these qualities from top to bottom in its organization.

The End



Famous
Old Forester

is chosen by more
sales executives for en-
tertaining, conventions, sales
meetings and gifts than any
other American whisky, according
to an impartial survey conducted by
SALES MANAGEMENT magazine, and
now Old Forester proudly brings you...

**An Intriguing New Way
to Spotlight Your Most
Important Business
Occasions!**



Style A

KENTUCKY STRAIGHT BOURBON WHISKY • 100 PROOF • BOTTLED IN BOND

BROWN-FORMAN DISTILLERS CORPORATION • AT LOUISVILLE IN KENTUCKY

© 1955—B.F.O. CO.

See next page for complete details...

Personalized Old Forester

in its new "business suit" adds that personal touch that makes a convention or sales meeting something everyone will remember.

Now your company can have a special bottling of this famous bourbon with *any* wording you want printed right on the label. Names! Dates! Places! Occasions!



DOZENS OF PERFECT USES!

Sales Meetings • Conventions • Business Gifts
Incentive Drives • Sales Prizes • Banquet "Place Cards"
Souvenirs • Fraternal Groups • Private Company Bars
Business Clubs, etc.

HERE ARE A FEW EXAMPLES OF LABELS
YOU MIGHT USE:



World-Famous Since 1870, "There is nothing better in the market"

For over 84 years, Old Forester's rich, hearty flavor has been recognized as bourbon at its finest, bourbon that compliments the man who serves it as well as the man who drinks it. Executives, particularly, have made it their overwhelming favorite, and we've always been especially proud of that fact. That's why we created this special packaging design—in the hopes we can return the favor, and help you give your important business occasions that extra touch of excitement that's so important.

*Mail this coupon for
complete details. There's
no obligation, of course*

How Can You Trail and Spear Buyers In Detroit's "Automotive Jungle?"

BY LAWRENCE M. HUGHES

If you were turned loose tomorrow to find and sell the decision-makers for your product in that sprawling, complex, dynamic maze of motordom called "Detroit" . . . how would you get to first base? How would you finally reach "home" with the order?

Of course, your hq. in some distant city would give you advice and help. You'd learn to profit by the experience of other salesmen. But you'd still have to map your own route. . . .

"Detroit" buys a lot of things—in a lot of places.

Even a "small" motormaker today must buy \$200 million or more of materials annually. A single make of car will take 15,000 parts from 6,000 suppliers. The city of Detroit now produces only 30% of the cars sold in this country. Scores of plants from Massachusetts to California turn out more cars than the primary Michigan-Ohio-Indiana-Wisconsin area. For many products these assembly plants are prospects too.

Many People to See

Although Purchasing is still rather centralized, and employs specialists to embrace your product and its functions, people in several departments, spread over quite a hunk of geography, have a hand in decisions. If your product is new, or runs into large money, you may be sure that the Big Brass will have a word to say, too.

Just as the cars themselves are ever changing, so are the motormakers' needs, in materials and processes. And so is your map. . . .

This is the story of how one salesman is finding his way. His job has been made more difficult—but more stimulating—by the fact that he sells, not merely a new product, but a basic new component of motorcars, which imposes a new way of building them. E. Davis Caldwell seeks to put his product into the "revolutionary" cars of tomorrow.

In the spring of 1953 Caldwell went to Detroit for the Plaskon Division of Libbey-Owens-Ford Glass Co., Toledo, as a "special representative on plastics to the automotive in-

dustry." In his 11 years with Plaskon he had become an automotive specialist. His sales director, Carleton Ellis, Jr., also knew quite a bit about plastic potentials in motorcars.

A year ago Plaskon became part of the Barrett Division of Allied Chemical & Dye Corp. Ellis moved to New York as Barrett's sales director for plastics and resins. But, still under Ellis, Caldwell is blazing his trail through the now familiar "jungle." He works from his home in Birmingham, Mich., 25 miles from downtown Detroit, and spends most of his time in scattered automotive plants digging up orders for molders of his company's plastics, none of whom are located in Detroit.

Sometimes help comes from high and far places.

Plastic-bodied cars had been talked about for decades before Chevrolet first showed the Corvette—in New York in January 1953. At that presentation of General Motors' annual Motorama, this low, lighter weight, two-seated car told the younger generation that old GM still had some sporting blood in its veins. Only six months of development work had gone into it. The sample car had a plastic-fiberglass body, instead of steel. At most the Corvette was considered a possibility for a limited market. Until then all Chevrolet's experience

had been with mass production for mass sales.

Charles Erwin Wilson, then winding up his career as GM's president, took a long look at this first Corvette, and said:

"Let's build it."

By the next June production was under way on the first 300 Corvettes. For the 1954 model year output was scheduled at 10,000. In the 1954 Corvettes Chevrolet had intended to revert to a steel body. But instead it boasted about progress in *plastics*.

The plastics in the Corvette body are polyester-resins—half of them provided by Plaskon. This material also is used in the body of the Kaiser Darrin. Other motormakers are experimenting with it.

Davis Caldwell set out to tell them that a reinforced plastic body is:

"1. **Light weight:** 40% less than steel; thus permitting a lower center of gravity.

"2. **Corrosion-resistant.**

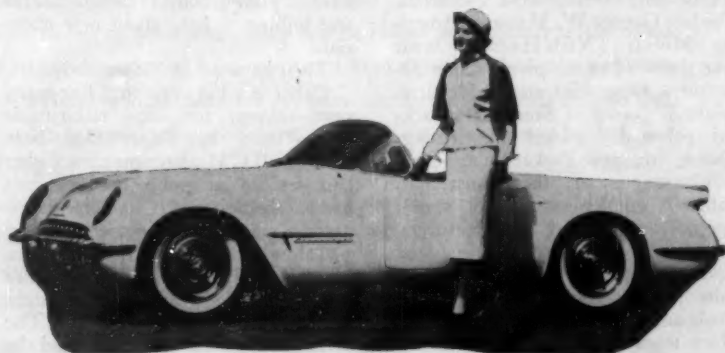
"3. **Impact- and damage-resistant:** minor accidents do no harm and even major damages are easily repaired.

"4. **Sound-deadening:** no rattles or metallic squeaks.

"5. **Thermal-insulating:** cooler to touch in summer, warmer in winter.

"6. **Durable and strong:** the steel frame may wear out before the body is damaged."

But before a man may speak his piece in "Detroit," he must reach the



Plastic-bodied cars—such as this Chevrolet Corvette—represent an idea that had to be sold to the Detroit motor minds. Plaskon provides half of the polyester-resins used in this lightweight sports car.

ears of those who plan the product. He can only hope that the planners have—or are permitted to have—an open mind. The alliance between motormakers and steelmakers has been close and long-standing. Together, they have conditioned the public to think of steel as a synonym of strength.

Davis Caldwell and the salesmen of other producers of polyester-resins knew they could not replace steel bodies overnight. But they have made progress. They intend to make more.

These salesmen have found that a good place to start is Styling. For the motormakers this is a quite-new department. In it may be younger, less prejudiced, more forward-looking people. In Body Engineering the reverse may be true. Caldwell thinks that the stylists often needle the others into progress.

The strength of Styling varies among companies. In GM, it is said, Styling can make demands on Engineering. In Chrysler Engineering still prevails. Ford has developed a better balance between them.

The salesman soon learns that in Ford and GM today the car divisions are quite autonomous. (Chrysler's divisions recently have become much more so.) But in addition to divisional stylists, GM has an over-all Styling Department. . . . So-o the salesman must know key people not only in divisional but corporate Styling—and Engineering. If possible, he should also know some of the powers-that-be in Manufacturing. Frequently, they have the final word on what "can" and "can't" be done.

Big Brass, Too

Then there's the Big Brass. . . . Among the Big Three, Charlie Wilson's action on the Corvette was exceptional. But among the independents, the presidents often decide on styling, engineering—and materials. The late George W. Mason of American Motors (Nash-Hudson) went over the head of his own Styling department to appoint an outside firm. James J. Nance of Studebaker-Packard personally picked plastic-fiberglass for the new Packard Caribbean.

Advantages of these materials, Caldwell emphasizes, should appeal especially to smaller manufacturers, or to larger manufacturers for special cars. On runs of less than 15,000 units plastics cost less for tooling. Tools and dies for the Corvette body, which would have been \$4 million, if it were made of steel, cost only \$500,000.

A further opportunity, still not realized by the motormakers, lies in



Salesman E. Davis Caldwell: He sells in the Detroit automotive jungle, seeking to put his product into the "revolutionary" cars of tomorrow.

the fact that *steel bodies* can be made from *plastic molds*.

When he first came to Detroit, Caldwell knew that the first Corvettes, then being shown at Motoramas across the country, were making news. Here was not only the car but the body of "tomorrow." It helped, too, to represent Libbey-Owens-Ford, which has long "glassed" America's cars.

But he still had to pioneer Plaskon on his own.

He started with General Motors Styling, and then went on to GM's Technical Center. He would settle for jobs in *parts* fabrication. (Chevrolet still wasn't sure whether the Corvette when mass-produced, would have a plastic body.) Tech Center was willing to hear about new materials.

Then he went to Fisher Body.

Fisher is a big division. For many years—except for some tailor-made jobs—"Body by Fisher" has been basic on all GM passenger cars. Fisher had set up a group to look into molded bodies, and Chevrolet Engineering was helping on specifications.

Caldwell got a warm reception. He took a Fisher group to Plaskon's plant in Toledo and then brought Plaskon engineers up to Fisher. The chemical engineers of the one and the mechanical engineers of the other could not always see problems in the same light. But the outcome was that Fisher did *not* mold the Corvette's

body. Plaskon and one other were, and are, the polyester-resin plastics used in it, and the product is prepared by their customer-molders.

The fact that Corvette production, after a fast start, was cut back, is said not to be due to any faults in the plastic-fiberglass body. Premium-priced, this "sports special" still was powered only by a regular Chevrolet engine; had only two bucket seats, and small luggage capacity. (These shortcomings have been remedied.) . . . Meanwhile, Ford has introduced the Thunderbird. It has an all-steel body, but fiberglass top, and seats three.

But elsewhere plastics are making progress. Cadillac's new Eldorado, for example, boasts polyester-resin body, garnish molding, trim pieces, trunk lids, etc.

Oldsmobile's experimental Delta four-passenger closed coupe has a fiberglass reinforced plastic body and an aluminum roof.

The potentials are enormous. At present the entire annual output of the dozen companies making polyester-resin plastics is about 30 million pounds, and as a combined customer the motor-car industry ranks far down the list. But should the producers persuade, say, Buick to make 8,000 Wildcats, each with 200 pounds of the stuff, that order alone would total 1.6 million pounds.

Try to Work Far Ahead

"Of course, the manufacturers are very hush-hush about their future cars—and what will go into them," Davis Caldwell says. "But we try to work with them as far ahead as they'll let us."

If, by 1958 or 1960, all the six million or more cars turned out in that year each had bodies of this plastic material, the total would exceed *one billion pounds* a year.

But the steel industry—and the old guard among the motormakers—may be expected to fight this trend every step of the way.

Meanwhile, Davis Caldwell and other salesmen keep plugging, keep learning, keep edging in.

"Mine," he points out, "is a missionary job. But I sell materials, and the facilities of our molder-customers, too. I help to introduce them in 'Detroit.' . . . Right now a molder-customer of ours in eastern Ohio has press time available. I'm trying to pick up parts business for him.

"Even when we've sold a motorcar manufacturer, the job takes a lot of follow-through. We and they are still learning new ways to shape the



the salesman who always waits — — —

■ Too few of his calls are made on *ready* buyers. But *you* can see to it that *your* salesmen spend more of *their* time with prospects who have invited them to call. — ■ A good catalog program is the key, because buyers in industry almost always use catalogs to sift suppliers before calling in salesmen. And your catalogs can be planned specifically to induce more of them to call in your men. They can be placed strategically in the offices of all good potential customers and kept there ready for instant use. — ■ Helping manufacturers get more invitations for their men to call, through better catalog procedure, has been Sweet's business for 50 years. If you sell to the product design, plant engineering or machine tool markets, and would like to see some case histories, write or phone our nearest office. Sweet's Catalog Service: Atlanta, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Detroit, Los Angeles, New York, Philadelphia, Pittsburgh, St. Louis, San Francisco.



material and new places to apply it. In this 'jungle' we're finding more key people all the time who know its advantages and will help us to sell it to their organizations.

"The home office supports my efforts with sales promotion and other material. But you can't be a missionary by mail." . . .

Back in New York we talked with Carleton Ellis. The sales director has had to make his own way in Detroit's jungle. It was he, in fact, who made the first call on Chevrolet's top engineers on the Corvette.

"Dave Caldwell is right," Ellis says. "It must be a personal-contact, long-term educational job. We have to work thoroughly, with one prospect or customer at a time. We have to prove everything we say—and always we have to learn. . . . When we find a part where plastics can be used, we can get an engineer up from Toledo in two hours. When we have shown the motormakers that steel can be bonded to polyester-resin plastics, we tell them the advantages of making the entire body in one piece.

"When we can't sell the whole body, we'll settle for a component. In trunk lids, for example, our product will eliminate expensive springs. . . . When they question its strength, we

tell them about boats—the entire hulls of which are made of Plaskon. These boat bodies usually take a lot more punishment than a motorcar. But things can get rough on the road, too: Not long ago a Corvette met an Oldsmobile head on. The Olds—which has a much heavier, all-steel body—was demolished. Damage to the Corvette came to \$400.

Asked why all polyester-resin producers did not launch a joint campaign to educate the motormakers, Ellis replied: "It's too early. We can't push them too fast.

"Our advantages are increasing, but we can't claim *all* of them. Plastics are no better looking than well-painted metal. We can't yet mold in color economically enough to attract the automobile industry. . . . Still, for the 1958 cars—on which they are now starting design and styling—we're seeking to prove that, on production of less than 15,000 units, polyester-resin plastics can cut tooling costs by one-seventh and body-material costs a full one-third.

"In an industry as big as motormaking such savings can count.

"We hope to have more to show them for our missionary work in the 'Detroit jungle.'"

The End

MacIntyre Heads Congress Probe of FTC

House committee to investigate enforcement of Robinson-Patman Act

The new program of the Federal Trade Commission is being investigated by a man closely identified with the policies of the old FTC. Everette MacIntyre, for years head of its anti-monopoly bureau, resigned February 14 and was hired the next morning by Representative Wright Patman (D., Tex.) as counsel to the House Small Business Committee. MacIntyre handled the famous cement case, which resulted in the ban on basing point pricing.

New FTC Management

Under Representative Joe L. Evins, (D. Tenn.), who heads a Small Business subcommittee, MacIntyre is preparing to investigate changes by the new FTC management.

Here are some things which will come up:

1. FTC, like other commissions, was given a permanent chairman in line with recommendations by the first Hoover Commission. Does this denote? Is it to be considered a White House puppet?

2. The new chairman, Edward E. Howrey, has exclusive power to hire and fire. Has he weeded out enthusiasts for the old program?

3. Is the Robinson-Patman Act enforced? Is the Federal Trade Commission too lenient with violators of the law.

The reorganization itself consisted mainly in merging the legal departments handling antitrust work on the one hand and false advertising on the other. A lawyer may now be assigned to either kind of job.

Mostly, as you'd expect, lawyers still get the kinds of jobs at which they're experienced. Because false advertising exceeds Robinson-Patman complaints, an antitrust man now and again is assigned to a misrepresentation case.

The End

SALES EXECUTIVES

The following companies and many other leading business organizations have used Crossley, S-D Surveys for marketing research services:

American Telephone & Telegraph Co.
Bettes, Barton, Durstine & Osborne, Inc.
Benton & Bowles, Inc.
Colgate-Palmolive Company
Dancer-Fitzgerald-Sample, Inc.
The Dow Chemical Company
Foote, Cone & Belding
Lever Bros. Company

Monsanto Chemical Company
National Biscuit Company
Ruthrauff & Ryan, Inc.
Safeway Stores, Inc.
Sylvania Electric Products, Inc.
J. Walter Thompson Company
United States Department of Agriculture

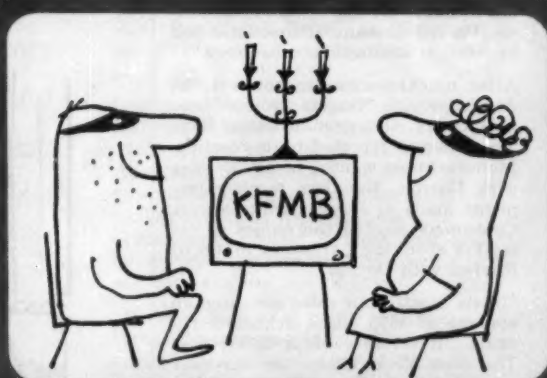
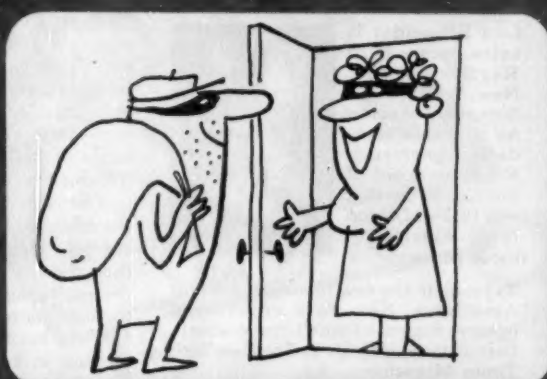
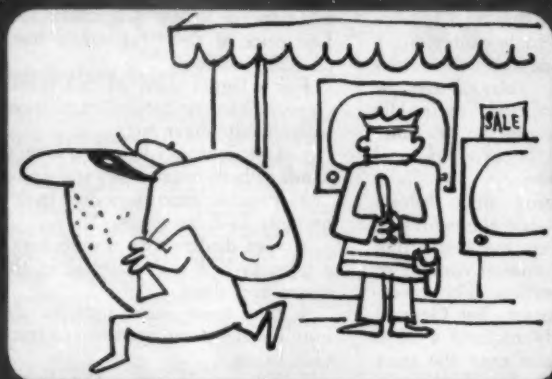
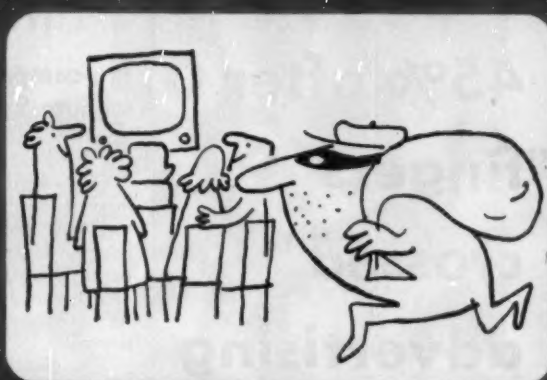
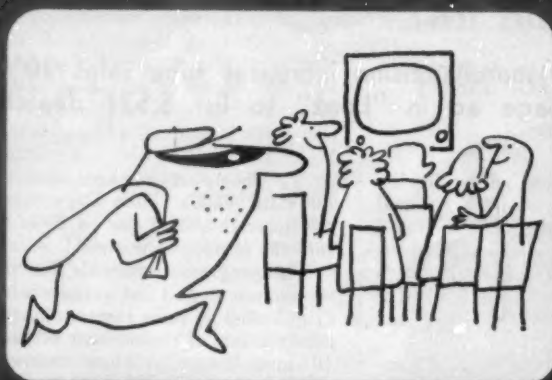
When you are considering a marketing research survey, we would be glad to discuss your project with you.

CROSSLEY,
S-D Surveys
INC.

Affiliated with Stewart, Dougall & Associates

642 Fifth Avenue
New York 19, N. Y.
PLaza 7-5540

You just can't escape TV in saturated San Diego!



89.9% of the homes have it! (Pulse, Jan. '55).
Well over 285,000 TV homes . . . 850,000 TV people!
This is the kind of coverage that moves merchandise.
One of the reasons why television
is your best buy in growing San Diego.
And television in San Diego is KFMB-TV!

KFMB TV

WRATHER-ALVAREZ BROADCASTING, INC.
REPRESENTED BY PETRY

SAN DIEGO, CALIF.

America's more market

Sales up 45% after "fingers crossed" advertising

Lou Schneider is sales manager of Rayflex Fabrics, New York, manufacturers of fabrics for women's foundation garments. Rayflex was one of the first to develop—in 1953—a Dacron fabric suitable for those garments.



To promote the new fabric, D. J. Ferro Associates, New York advertising agency, suggested small-space advertisements exclusively in The New York Times Magazine.

"This seemed ridiculous," Lou Schneider recalls. "We don't sell to consumers. We sell to manufacturers who sell to retailers who sell to consumers."

After much discussion, however, he decided—with "fingers crossed"—to give it a try. Almost immediately Rayflex salesmen reported trade reaction. Manufacturers wanted to use Rayflex with Dacron. Retailers wanted garments made of Rayflex with Dacron. Consumers wanted the names of retailers stocking garments made of Rayflex with Dacron.

"In six months our sales increased an average of 45%," Lou Schneider reveals. "It seems obvious to me that The New York Times—as our only advertising medium—has been the major factor in this immediate acceptance among manufacturers, retailers and consumers nationally."

Are your fingers crossed about advertising in The New York Times? Let a New York Times representative show you how you can put The Times to profitable use.

The New York Times

"All the News That's Fit to Print"

FOR 36 YEARS FIRST IN ADVERTISING
IN THE WORLD'S FIRST MARKET

G-E Launching Campaign to Bolster Public Confidence in TV Service Men

Pre-campaign merchandising increases tube sales 30%; unique 9½-page ad in "Look" to list 5,531 dealers.

One of the largest advertising insertions ever to run in a national magazine is scheduled for the May 3 issue of *Look*. It's a 9½-page advertisement by General Electric which will feature a unique list of 5,531 TV service dealers in 2,281 cities and towns.

The giant ad, states A. L. Champigny, advertising manager of the Tube Department of G-E, Schenectady, will do three things: (1) Announce a \$25,000 jingle contest; (2) list TV service shops across the nation where contest entry blanks may be obtained; (3) acquaint the public with facts concerning the training, facilities, skill and integrity of local television service men.

The merchandising story behind the advertisement—and the contest it touches off—is even more startling than the size and unusual content of the multi-page insertion. The advertisement hasn't run yet, but General Electric has already realized a 30% increase in tube sales over the same period last year. And, according to

J. T. Thompson, manager, distributor sales, G-E's Tube Department, this increase should rise to 50% before the promotion is over.

The program responsible for this success was shaped last summer when G-E looked at some forecasts on the expected sale of replacement tubes by all manufacturers. These estimates showed that 120,000,000 receiving tubes would be replaced in 1955, in addition to 5,600,000 picture tubes. List price of the total would border on \$500 million.

For a bigger share of this market, General Electric decided that its campaign would have to:

1. Get more G-E tubes into the hands of both distributors and dealers.
2. Provide incentives for both to promote G-E products.
3. Get dealers and distributors to display G-E P-o-P material in their stores and shops.
4. Get more consumers to drop into TV shops and get them to specify G-E tubes.
5. Educate dealers on the effective-



"And when did you first begin to be afraid of District Sales Meetings?"

ness of local and national promotions.

Conscious of the fact that a fringe segment of unethical TV service men had aroused public suspicion of all television service dealers, G-E decided that the keynote of its consumer advertising campaign would be to help reputable dealers to regain customer confidence. This was to be done in two ways: (1) Point up the technical training and skill of the average TV repairman; (2) sponsor a contest which would require the public to stop at local TV shops to pick up entry blanks. This would enable shop owner and TV owner to get better acquainted.

In January, G-E took space in TV business publications to announce the forthcoming advertisement in *Look*. Dealers were told to contact distributors if they wanted to be listed in this national medium.

Distributors Briefed

Meanwhile, meetings were held and distributors briefed on the campaign. They were told that they had six weeks (February 1 to March 15) to select dealers for listing. It was expected that a dealer on the list would want to order extra G-E stock to meet demand, but that was not a requirement. Standards for listing were left to distributors. However, dealers listed would have to carry entry blanks and feature displays announcing availability of the blanks.

Distributors received display kits for their stores. They were also supplied with other kits to give to dealers. Nothing was left to chance. Complete instructions in both kits told how to use the P-o-P material.

Internally, the General Electric organization set up district quotas, but none for distributors or dealers. Says Thompson: "We respect the distributor as a marketing specialist in his particular area." He was supplied with material and information on the campaign and he, in turn, sold the dealer on the benefits to be derived from the tie-in.

The short six weeks proved time enough. Dealers in every state in the union plus Hawaii agreed to the listing and ordered G-E tubes in advance. Sales ran one-third ahead of last year for the season and there was every indication that the tubes were being installed in sets as they were ordered.

"This is just the beginning," says Thompson. After the advertisement appears, sales should continue to gain momentum, and with dealers and distributors tying in on local-level advertising of the contest, demand should go up still further. **The End**

In packaging too, better technique can improve your score



Another
case history
of successful
"packaging
by National"

Attention-compelling counter merchandisers and mechanized packaging combine to make economical and effective sales tools for A. G. Spalding & Bros., Inc., famous sporting goods manufacturer.

The attractive container displays hold four 3-golf-ball units packaged in National's "Kliklok" trays, overwrapped in printed cellophane. Adaptable to automatic or semi-automatic handling, these versatile packages display merchandise attractively, protect it from dust and handling, stimulate impulse buying, and increase the unit of sale.

"Kliklok" is among many special types of packaging installations offered by National. One of them may save you money, increase the salability of your product, or both.



NATIONAL
Folding Box
C O M P A N Y, I N C.

SUBSIDIARY OF FEDERAL PAPER BOARD COMPANY, INC.

SALES OFFICES: CHRYSLER BUILDING, NEW YORK 17, N.Y.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N.J.; BOSTON AND PALMER, MASS.; STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.
FOLDING BOX PLANTS: BOGOTA, N.J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; STEUBENVILLE, OHIO; PITTSBURGH, PA.
PAPER BOARD MILLS: BOGOTA, N.J.; NEW HAVEN, WINTVILLE, VERSAILLES CONN.; READING, PA.; STEUBENVILLE, O.; WHITE HALL, MD.

Mr. Per Capita
(U.S.A.)

Time Card - One Year

work.....	83.4	days
unemployed.....	6.3	"
vacation, time off, strikes.....	34.8	"
In Armed Forces.....	3.0	"
as a dependent, at school, at household duties.....	91.3	"
in various kinds of Institutions.....	81.3	"
Sundays - holidays.....	65.0	"
	<u>365.1</u>	* days

*0.1% - rounded off fractions



Profile of a Statistical Man

BY R. P. VAN HORN

How would you like to live in a country where a family of four can produce, directly or indirectly, all the food and fiber it needs for a year in fewer than 59 man-days of labor?

Perhaps you'd like to earn a living by being employed fewer than 119 days a year . . . with about 35 days off for vacation, time off, sick leave, etc? Wouldn't it be nice to be able to produce all your minerals including coal and petroleum, with 2 days' labor?

Does this sound like paradise? Well, we're not looking ahead for this millennium, but backward, to the year 1950. This happy state of affairs was enjoyed by Homo sapiens, U. S., 1950. When the figures for 1953 are all in, it is almost certain that from the jungle of statistics will emerge a composite citizen better off than even these figures show.

Detractors of our economic system often point to the low average per capita income in this the most productive nation on earth. They neglect to add that they are dividing the income of the economically employed by the sum of all the people living at that time, including infants, the aged, and the institutionalized.

A European pointed to our 1950 per capita income of \$1,350. Having an idea of the cost of living here, he wondered how the average citizen could make ends meet. When it was explained that the average family comprises about three and one-half persons, he saw at once that the per family income of about \$4,700 was more nearly adequate. However, the idea of making a per capita breakdown of factors other than income was born: Why not a per capita breakdown of how the composite citizen earned his money and spent his time?

We did just that, and found that:

Just like everyone else, "Per Capita" started the year with 365 days, but put 65 days aside at once for Sundays and holidays. He wouldn't want this noised around but

he spent 81.3 days in an institution of one kind or another, including prisons, hospitals, and homes for the aged—a 13% increase over 1941. Because of household duties, school, or being too young or too old, Per Capita wasn't available for work during a period of over 91 days, but was actually unemployed for only 6.3 days.

Our lucky friend was on the pay roll for a total of 118.2 days, but because of vacations, time off, strikes, and sickness, he was productive for only 83.4 of those days. His employed time was spent doing a multitude of jobs. In fewer than 15 days of work he had produced his food and fiber needs for the year. In fewer than 30 days he did all his manufacturing, and in 2 days more secured his annual supply of coal, oil, and minerals. He had to spend almost 19 days distributing products, acting as his own wholesaler and retailer. The building of roads, houses, and other structures occupied him for 4½ days, while shipping, travel services, and the provision of such utilities as light, gas, and telephone required another 7.8 days. He got out of his work clothes long enough—3.6 days—to do the necessary banking, financing, and insurance work, then switched to being a doctor, lawyer, engineer, barber, beauty operator, valet and hotel employee for 9.3 days in all.

For 16.5 days it's hard to pin him down: He was employed at odd jobs, as a domestic, and at unspecified work. For 11.7 days he was a public servant in federal, state, and local governments, dividing the time among executive, legislative, and judicial duties. Then he served in the armed forces for 3 days. Per Capita received \$1,350 for his efforts.

We have certainly come a long way from the time that earning a living meant constant toil the better part of every day in the year for almost everyone in each family. Thanks to the harnessed horsepower of electric and combustion motors, Per Capita is a mighty producer. The End

LESS THAN 2 MINUTES to "build" this turtle wax display!

*"Best promotion ever" is comment
on ready-made display in quick-
opening Tear Strip Container!*



◆ This is the basic shipping container, holding a special display of metal utility boxes to be offered in combination with "Turtle Wax." Watch how easily this display "builds itself"...

No knives, cleavers, or other cutting implements are needed to open this container. It's much quicker and easier than cutting; just grasp the die-cut tab and pull...



◆ The tab is attached to a strip of "Scotch" Brand Filament Tape inside the carton. A pull of the tape literally *zips* open the four sides of the container.

Never any danger of damaged contents or fingers. And, less than 40 seconds after beginning, the entire top sleeve of the container can be lifted off.



▲ Lift off the sleeve, and the box assortment is ready to display. Insert the back-card also included in the Container... add stacks of product bottles—there's your display in less than 2 minutes! This is the way to win friends and influence customers!



The only "quick-opening" containers that work perfectly every time are made with...

Reg. U.S. Pat. Off.
SCOTCH
BRAND
FILAMENT
TAPE

CLIP and MAIL for COMPLETE INFORMATION

Minnesota Mining and Mfg. Co.
St. Paul 6, Minn.

(SM-45)

Please send me a sample Tear Strip Container, together with information on how I can use it to improve the saleability and dealer appeal of my products. I understand there is no cost or obligation.

NAME _____
COMPANY _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____

The term "SCOTCH" is a registered trademark of Minnesota Mining and Manufacturing Co., St. Paul 6, Minn.
Export Sales Office: 99 Park Ave., New York 16, N.Y. In Canada: P.O. Box 757, London, Ontario.





While he was sitting there, four men came in and sat down nearby. Evidently they had been talking together, and after glancing at him, resumed their conversation. It was apparent they were members of a competing firm which had an appointment with the same company.

Discretion Wears the Cloak of Silence

BY JOHN M. WILSON • Vice-President, Sales,
The National Cash Register Co., Dayton, O.

The other day I entered an elevator in which two men were engaged in a confidential exchange of information. The conversation halted abruptly. Both men gave me a quick look of appraisal to make sure I was a "stranger." They then resumed discussion of a situation in a certain business, the head of which is an acquaintance of mine.

I did not know these men. But I did know the subject of their conversation and it is certain that their discussion was not meant for my ears or those of anyone with the remotest knowledge of that business.

It is surprising how often the same thing happens on trains, in restaurant washrooms, clubhouses, bars and other public or semi-public places. Men habitually assume that because one is a stranger to them, he must also be a stranger to what is the subject of their conversation.

This kind of indiscretion is by no means confined to younger men, or to the less experienced, or to those who are by nature incautious. It is a wide-

spread habit, practiced sometimes by men in high position as well as by those in whom it might be expected and forgiven.

I was discussing this subject with a friend in another line of business. He told me of an interesting and pertinent experience.

One of his special representatives was sent to a certain large city to help close an important and highly competitive sale. Intending to retire early, he took a seat in the club car while the porter made up his berth.

While he was sitting there, four men came in and sat down nearby. Evidently they had been talking together, and after glancing at him, resumed their conversation. It was immediately apparent that they were members of a competing firm! They, too, had an appointment with the same company.

In the very beginning they thought they were talking in subdued voices, but as they became engrossed in their subject and waxed enthusiastic in the individual expression of their ideas,

they forgot all about the need for discretion. The strategy they intended to use, the strong points they would make, indeed their whole plan of procedure was laid before the "stranger" in the adjoining seat.

Needless to say, these men lost the order. Yet they will never know why. Thousands of orders, thousands of promotions, thousands of other opportunities, and even wars have been lost in precisely the same way. And the offenders never know why.

The man who made the statement that *silence is golden* certainly uttered an eternal truth. A garrulous person always eventually gets himself into trouble, and it is strange to note that he never realizes the cause of it. The best way to let the cat out of the bag is to do it yourself. The next best way is to tell someone—friend or stranger—who will do it for you.

The man who deliberately talks about confidential matters before strangers on the basis that they don't know him, certainly overlooks the fact that in this day of fast travel,



**Off-the-Shelf Display
In a 3-D Way**
gives your product
point-of-sale
dominance

"Big as life and twice as natural"—this striking die-cut shelf strip needs only minimum space for proved eye-stopping, sales-starting power.

Kleen-Stik pressure-sensitive adhesive gets it up . . . *keeps it up* where sales are made.

Dealers *want* efficient self-selling displays on easy-up Kleen-Stik. Salesmen or storekeepers simply peel off the protective backing and press the display in place. Their universal appeal and widespread use prove that Kleen-Stik gives you more for your display dollar.

KLEEN-STIK PRODUCTS, INC.

225 NORTH MICHIGAN AVENUE, CHICAGO 1, ILLINOIS
Pioneers in Pressure-Sensitives for Advertising, Labeling

SAMPLES COMING UP!

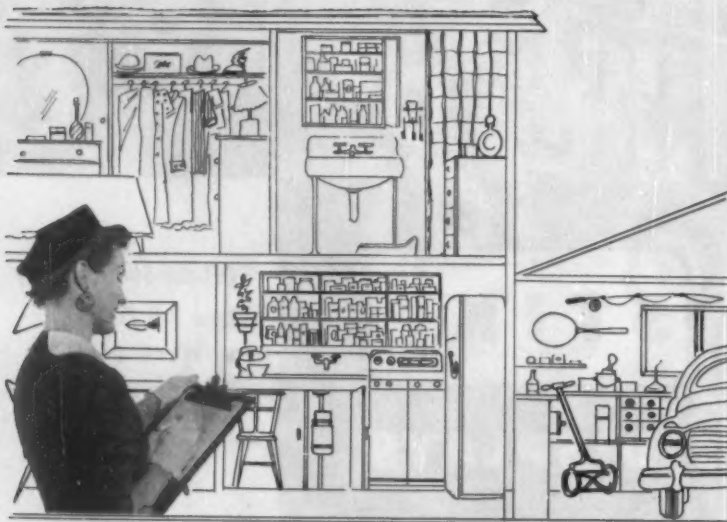
If you aren't already a member, join our "Idea-of-the-Month" Club — FREE. Write on your letterhead today!



WE COUNT -- WHERE IT COUNTS MOST!

CONTINUING HOME AUDIT

Conducted for the San Diego Union
and Evening Tribune every month by
FACTS CONSOLIDATED



This continuing home audit records what brands of merchandise are actually found in EVERY room of the house. Personal interviews are selected to secure a representative cross section, geographically and economically, of all San Diego homes. For the current San Diego market status of your product — see your West-Holliday man — or write direct to the Union-Tribune National Advertising Department.

REPRESENTED NATIONALLY BY

**San Diego Union
AND
EVENING TRIBUNE**
SAN DIEGO, CALIFORNIA

THE WEST-HOLLIDAY CO., INC.

THE MOST
IMPORTANT
CORNER IN
THE U.S.A.

Retail Trade Winds

Which way do you think the retail wind is blowing—toward more super market-type distribution or more store specialization? See what the sales manager of Kurpees Paint Co. has to say—page 8, this issue.

high-speed communication, and wide dissemination of news of every kind, he is certainly taking big chances.

The probability that any one instance of confidential talk in the presence of strangers will boomerang is slight on a purely mathematical basis. But the more one travels, the more he realizes that the world is a small place.

Many of the assets needed for a successful business career are difficult to achieve. A good education, for example, cannot be had without effort. Pleasing personality, too, is often developed over a long period of learning. Knowledge of the business takes years to attain.

Discretion, however—or, to be more specific, the ability to hold one's tongue—though more difficult for some than others, is yet *within reach of everyone*. It may be acquired by any *determined* individual. Nonetheless it is one of the most highly prized of all business assets.

What can one gain by being "first to tell?" What prompts the eager inquiry, "Did you hear . . . Did you hear . . . Did you hear?" A fleeting sense of self-importance? Momentary recognition? What is to be gained by indiscreetly discussing confidential matters? Nothing! But the penalties may be severe.

More often than not, a man's discretion is the balancing factor in deciding whether he will remain a cog in the wheel or advance to executive position; it is a factor that distinguishes men of mature judgment. Superiors will rate a man on this basis regardless of their own occasional lapses.

The reason men fail to be discreet is that discretion in itself brings no immediate reward; its virtue is at first hidden. But let time pass, and a man's discretion is certain to be recognized by others, and thus become one of his most valued assets.

The End

SALES MANAGEMENT



"ADDITIVE"

An "additive" is something which increases or improves the performance of a product. In effect, you get more for your money.

Have you thought of the effect an "additive" might have on your advertising?

That is one of the things so many advertisers like about TOWN JOURNAL. Majoring among small town and rural families, it competes with neither urban nor farm media. With more than 1,600,000 circulation, TOWN JOURNAL adds wonderful new families like an ordinary magazine of twice its size—does it for less than half as much.

Published by the same people who made FARM JOURNAL the largest, most successful farm publication in America, TOWN JOURNAL now fills an important place in the advertising plans of 9 of the nation's top 10 advertisers. More than 348 advertisers now buy TOWN JOURNAL to increase the effectiveness of their advertising dollars.

May we tell you more about this important, new "additive"?

TOWN JOURNAL

THE MAGAZINE TOWN FAMILIES DEPEND ON

Published by Farm Journal, Inc., Philadelphia 5, Pa.

Graham Patterson, Publisher

Richard J. Babcock, President

TO BUSINESSMEN ONLY—

Take a good look at the current issue of TOWN JOURNAL and you will see why our subscriber-audience has been growing at the rate of 17,000 new families a month. If you don't have a copy of TOWN JOURNAL handy, ask your secretary to drop us a note. We will be happy to send you one.

Quicken Your Collections with Quotations

BY HAROLD F. HORSTMAYER

When the money hasn't come in as you hoped it would, do you get that frustrated feeling that your collection letters have been routed to the wastebasket? Credit men complain of "slow" collections, or that collections are "bad." Perhaps collections in themselves are "not so bad," but the method employed to collect is "not so good."

It is not just a matter of asking for the money until you get it. But it is a matter of asking for payment in such a way that the debtor will give your letter a second thought. If you have varied your request enough to strike a responsive chord in him, you can feel much safer about your letter not reaching the shredding machine. A number of ways have been tried by collection correspondents to obtain variation in the request, but one of the most successful is the use of quotations, references, and familiar sayings. Getting this knack is just a matter of letting your imagination go.

Everyone has heard that "a man is known by the company he keeps." So how about a letter like this, which has proved to be a highly efficient collector:

Gentlemen:

You've often heard it said that a man is known by the company he keeps.

So it is with credit. Whether a man pays promptly or not soon classifies him according to his business habits.

Your account with us is not all up-to-date. Why not keep in "good company" by taking care of it today?

Sincerely yours,

No doubt every man, woman, and child has heard about, read about, or seen pictures of the sphinx. Here's something that will put you on common ground with the debtor. And getting on the same basis with him will certainly increase your chances of success. Try this one on one of those big, strong, silent types of accounts:

Gentlemen:

Like the sphinx, you haven't spoken. We mean about that past due account.

But, as they say money talks, won't you let it whisper just a little, if you can't make it yell right out loud?

We're listening.

Sincerely yours,

Not everyone is, perhaps, familiar with quotations from literature or history, but at some time or other each of us has memorized proverbs. If we haven't heard some particular one that might be mentioned, we can think of others with a similar meaning. Quotations and proverbs are not new to us. Thus, the correspondent who uses them is apt to strike the right note with the recipient of the letter. This letter struck quite a number of notes in the form of checks:

Gentlemen:

The other day I ran across the following quotation—

"Keep trying. It's often the last key that will unlock the door."

This seems to apply to collections as well as to anything else. Although we have previously written you about payment, your account still shows a past due balance.

We'd like to feel that this is the "last key" we have to try in order to obtain your check.

Do we "unlock the door?"

Sincerely yours,

Somebody once said the following, and it made the basis of a good letter—good, that is, in producing checks:

Gentlemen:

Someone once said that—

"The future always holds something for the man who keeps his faith in it."

—which, I believe, applies to collections, also.

I haven't had your check for the September account, but I know you'll send it—won't you?

Sincerely yours,

And who hasn't heard of the early settlers? Maybe the youngsters of today don't get it from the books as

we did, but which one of you big boys hasn't sat thru the TV western thrillers with your "young uns" and relived stories of the Old West? Let's put it to good use like this:

Gentlemen:

In every community you will find early settlers — people who were some of the first inhabitants—people who helped build up the community, and are highly respected for the part they played.

The same is true of individuals and firms who pay promptly. Both are deserving of respect.

Which reminds me of your account—

Are you an early settler?

Sincerely yours,

As I sit here and glance over my bookshelf, I notice one title, "How To Get Rich In Washington." There's an opportunity for a collection letter! Maybe it would go like this:

Gentlemen:

In looking over my bookshelf, I just noticed one title, "How To Get Rich In Washington."

Now I haven't any ideas of getting rich in Washington. In fact, I haven't even got a hankering to be there. But I have got a hankering for something else — and that's a hankering for payment of your account.

I know I won't get rich over it. You don't owe us that much.

(Now put the clincher in to suit yourself.)

And here's one for the books. Good old "Pilgrim's Progress." What could be done with that one in a letter? How about this for a starter:

Gentlemen:

Remember "Pilgrim's Progress" by John Bunyan?

The Pilgrims really made a lot of progress, didn't they? Much more so than I'm making with your account.

They "came across." So how about you?

(Maybe you can do better. Try it.)
The End

SALES MANAGEMENT



65,800 Sales Hours Per Week

...clocked by industrial salesmen
who hand-pick **MILL & FACTORY** readers!

After an industrial salesman has been calling on a prospect or customer for a while, he can gauge to a "T" just how much buying influence is behind the desk. In his own territory, he knows better than anyone else who the real buyers are...and *where* they are.

Just imagine that you could tap this intimate local knowledge on a nationwide scale, and select the most important buying influences to receive your advertising message. That's the job **MILL & FACTORY** does for you, through its unique Conover-Mast Franchise Circulation Method.

For **MILL & FACTORY**, alone among general industrial publications, actually builds and maintains its circulation through 1,645 industrial sales engineers, averaging more than 65,800 hours of sales calls per week the year round. In every important trading

area of the U.S., these salesmen hand-pick personally identified buying influences to receive paid copies of **MILL & FACTORY**.

Contrast this method of reaching known buying influences with the hit-or-miss method of circulating to lists of titles. You'll see why **MILL & FACTORY** is the *only* magazine that reaches the very same men your own salesmen must see in selling your product.

Mill & Factory

205 East 42nd Street
New York 17, N. Y.

A CONOVER-MAST PUBLICATION



regardless of title

Mill & Factory reaches the Men Your Salesmen must See to Sell!

Clearing House for New Products Answers Vital Marketing Problem

The current trend of big business to diversify, coupled with the steady output of small manufacturers, has resulted in a flood of new products seeking markets. The problems of introduction, promotion and distribution of these products is a continual challenge to their inventors and manufacturers. Yet, on the other side of the picture, there are sales firms

looking in vain for good products to sell.

There should be a common meeting ground for such principals to get together, reasoned Peter Hilton, president, Hilton and Riggio, Inc., advertising agency, New York. With that idea as a starter, he founded the New Products Institute, Inc., early last year. A recent report declared

that the service now lists 300 new products and has some 1,000 subscribers.

Here's how the Institute operates:

A manufacturer with a new product he wants to market, or an inventor with a patent he wants to sell, can list his article with the Institute free of charge. It is described in a confidential bulletin issued monthly to subscribers here and abroad. Any inquiries received as a result of the listing are referred to the manufacturer or inventor so that the principals involved can carry on further negotiations. As its fee, the Institute gets a percentage of all revenue received by the firm successfully negotiating a sale or franchise.

The same basic idea applies to a distributor, with a sales force in action, who seeks prospects for his facilities.

Gets Weekly Newsletter

A subscriber paying \$24 a year receives—in addition to the monthly confidential bulletin—a weekly newsletter which summarizes all current product news. Here, names are given, together with sources of information. In the bulletin, however, new products are listed anonymously by folio number. They are hitherto unpublished items gathered from the Institute's private sources.

When a subscriber writes in for name, address and descriptive information, he pays a \$5 processing charge.

"The Institute is quite evidently performing a service business needs today," Hilton comments. "While we have announced that our files list 300 new products, the number presently is closer to 1,000. It fluctuates as products and processes move from our hands for sale or franchise."

For those entrepreneurs who wish to develop and promote a new product or process themselves, the Institute has a wide range of printed "new product aids" prepared by experts in all phases of business. Legal considerations, packaging, pricing, product-testing, market-testing are covered in detail.

According to the New Products Institute, headquartered at Irvington-on-Hudson, N. Y., the odds are about 50 to 1 against an entrepreneur being successful; big business, with more new product experience and resources, has reduced these odds to about 5 to 1 on new items it introduces. This, Hilton states, is one reason the New Products Institute is doing a thriving business.



Burkhardt ZIP-A-KITS make selling easier!

Whether it's a simple interview . . . or a long selling campaign . . . Burkhardt Zip-A-Kits help your salesmen tell a convincing, logical story . . . every time! That's because Zip-A-Kits are job-engineered to carry catalogs, sales literature, samples, books, etc., compactly and efficiently . . . and keep them in the proper, easy-to-reach order, necessary for a logical selling story.

Yes, Zip-A-Kits make selling easier for your salesmen. Call or write today for your free copy of our newest catalog. Zip-A-Kits are best . . . by design!



Send now for this newest Burkhardt Catalog. It's profusely illustrated... shows Zip-A-Kits to fit every budget.

THE

Burkhardt COMPANY

545 W. LARNED • DETROIT 26, MICHIGAN

"Binders to American Business since 1911"

SALES MANAGEMENT



always on the job

Nighttime, noon and morning, too,
Outdoor Advertising keeps storing
impressions that build desire . . .
desire that has helped to make Cadillac
the most wanted of all motor cars.

*Ask your Advertising Agency
about Outdoor Advertising.*



outdoor advertising reaches the most people—most often—at lowest cost

THE STANDARD GROUP OF OUTDOOR ADVERTISING COMPANIES

444 MADISON AVENUE, NEW YORK 22



WHAT'S GOING ON IN OKLAHOMA?

OKLAHOMA IS GROWING

NEW HOMES ARE SPROUTING EVERYWHERE!

Take Oklahoma City for example—5,500 new homes in 1954—and more than 5,000 each year since 1950!

No wonder! The City has added an estimated 75,000 new citizens since 1950!

All these home owners are buying new things—furniture, appliances, food, clothing, cars. They're buying in new shopping centers—31 of them added since 1950.

They're buying *bigger* than ever, too. Oklahoma City led the nation last year in percentage of department store sales gains over 1953.

And they're riding to market on new roads—4 lane expressways and crosstown bypasses.

Oklahoma is growing. Oklahoma City is growing. Your sales can grow with Oklahoma, too. Advertise in the newspapers that keep growing with Oklahoma—the newspapers that saturate Oklahoma City homes and reach three out of four homes in the 100-mile zone.

THE DAILY OKLAHOMAN

OKLAHOMA CITY TIMES

THE DAILY OKLAHOMAN

264,593

LARGEST SUNDAY CIRCULATION IN THE SOUTHWEST

Published by
The Oklahoma Publishing Co.
The Farmer-Stockman
WKY Radio • WKY-TV
Represented by
Katz Agency, Inc.

Marketing Pictographs

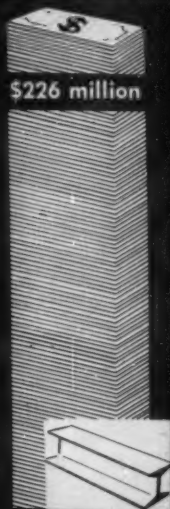
Planned by the editors of Sales Management and designed by Hile-Damroth, Inc.

WHAT'S YOUR STAKE IN THE \$101 BILLION BUDGET?

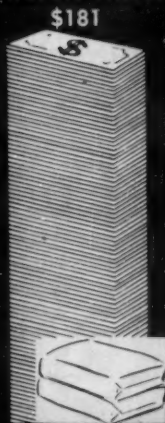
If President Eisenhower's whopping highway package is accepted by Congress in midsummer, hold on to your hat. The administration's grand plan for roads calls for total federal, state and local spending of \$101 billion over the next 10 years. That's \$54 billion more—or about \$5.4 billion more per year—than our existing

construction programs would provide. It will put a fire-cracker under the entire economy, and thousands of manufacturers will benefit indirectly. Let's take a look at a fraction of the direct effect of the proposed increase in spending . . .

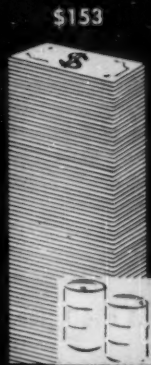
AN EXTRA \$5.4 BILLION A YEAR FOR ROADS . . .
MEANS THIS MUCH MORE SPENDING IN THESE BUSINESSES: IN MILLIONS



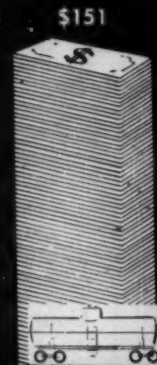
STRUCTURAL
STEEL



CEMENT



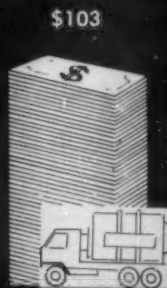
FUEL &
LUBRICANTS



ASPHALT, TAR,
ROAD OILS



REINFORCING
STEEL



READY-MIX
CONCRETE



PRE-MIXED
BITUMINOUS



CONCRETE
CULVERT PIPE



LUMBER



METAL
CULVERT PIPE



EXPLOSIVES



TIMBER PILING



CLAY PIPE

PICTOGRAPH BY
Sales Management
Designed by HILE DAMROTH, INC.

Source: Prentice-Hall, Inc., New York 11, N. Y.

to sell anything in Memphis and the Mid-South

put it in

CA PS

COMMERCIAL APPEAL — PRESS-SCIMITAR

From Data Supplied by
LEE McCORMICK
President, Memphis Automobile Dealers Association



A Million More Horses On Memphis Streets!

In 1954 new passenger car registrations in Memphis and Shelby County showed a 40 per cent increase over 1953. There are a million more automotive horses on Memphis streets.

That sharp increase in new car sales is an accurate barometer reflecting the new prosperity of the New South.

Manufacturers of all products related to the automobile, when expansion plans are under consideration, would do well to look long and searchingly at Memphis — tenth city in the nation in wholesale sales and the capital city of the Mid-South's industrial empire.

Two Dailies and The South's Greatest Sunday Newspaper

THE COMMERCIAL APPEAL — MEMPHIS PRESS-SCIMITAR

SCRIPPS-HOWARD NEWSPAPERS



ASK YOUR CUSTOMERS TO BUY

Your consumers aren't spending as much as you'd like? Take a tip from manufacturers of drugs, toiletries and cosmetics, confectionery and soft drinks. They invested considerably more last year than years previous on consumer advertising. Why? To stimulate consumer spending.



In fact, they invested 27% more advertising money in 1954 than in 1951.





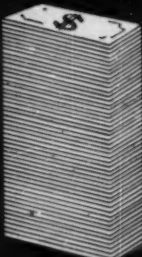
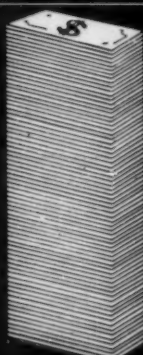
They backed their retailers to the tune of \$8,000 per drug store, average, in 1954.



In 1951, the per-drug store average was a little more than \$6,000.

ASK YOUR CUSTOMERS TO BUY 4-15-55

THIS TABLE SHOWS TOTAL ADVERTISING EXPENDITURES FOR EACH OF THE THREE CATEGORIES OF MANUFACTURERS:

MANUFACTURERS OF:		SPENT THESE ADVERTISING		% INCREASE
		DOLLARS IN 1951 THESE IN 1954	
	DRUGS	\$106.6 	\$124.2 	16.5%
	TOILETRIES, COSMETICS	\$160.8 	\$209.0 	30.0%
	CONFECTIONERY and SOFT DRINKS	\$33.5 	\$49.8 	48.7%
TOTAL		\$300.9 MILLION	\$383.1 MILLION	27.4%

PICTOGRAPH BY
Sales Management
Designed by BILL SAMRUTIN, INC.

Source: American Druggist, Hearst Magazines, Inc., New York 19, N. Y.

70
**Sales Management Subscribers
selling**

PACKAGING

*Are you making capital of your
membership in the nation's most
exclusive buyers "club"...*

**with its inside track to the men in
your customer and prospect com-
panies with a very special interest
in packaging — today especially?**

Like yourself, thousands of sales executives subscribe to SALES MANAGEMENT, the only magazine edited just for them and their job needs. The passing of the seller's market is forcing them to re-examine every sales aid, even old stand-bys. Today, many have the most important voice in package-buying decisions that result in the purchase of billions of dollars of packaging yearly. But . . . by their own admission . . . the big majority of them are inaccessible — don't as a rule see salesmen.

SALES MANAGEMENT, however, gives you an intimate pull-up-your-chair approach to your fellow sales executives twice each month.

A recent survey among SM subscribers disclosed that

61% *planned packaging changes within the next six months*

79% *have an active voice in determining package design and materials.*

The New Look in Packaging-Buying. It's no secret to you that a big change is taking place in package-buying companies. Today packaging is much more than a laboratory research job and production problem. *It's a sales function.* The package must meet the stern demands of today's relentless competition.

In this self-service era, the package is the only "salesman" the sales executive can be sure of controlling at the point of sale. Point-of-purchase material and shelf position are unpredictable factors. But the package is on the job always—especially since its design, coloring and utility can be integrated with his other advertising and promotion.

Actually packaging's selling job . . . like the sales executive's . . . begins as soon as the product emerges from the production process. The sales executive must sell the salesmen, distributors and dealers before he can expect to sell the final user. Packaging that sells, including convenient, durable and imaginative shipping cartons and containers, is one of his most effective aids in winning greater product acceptance in the trade.

Sales Management

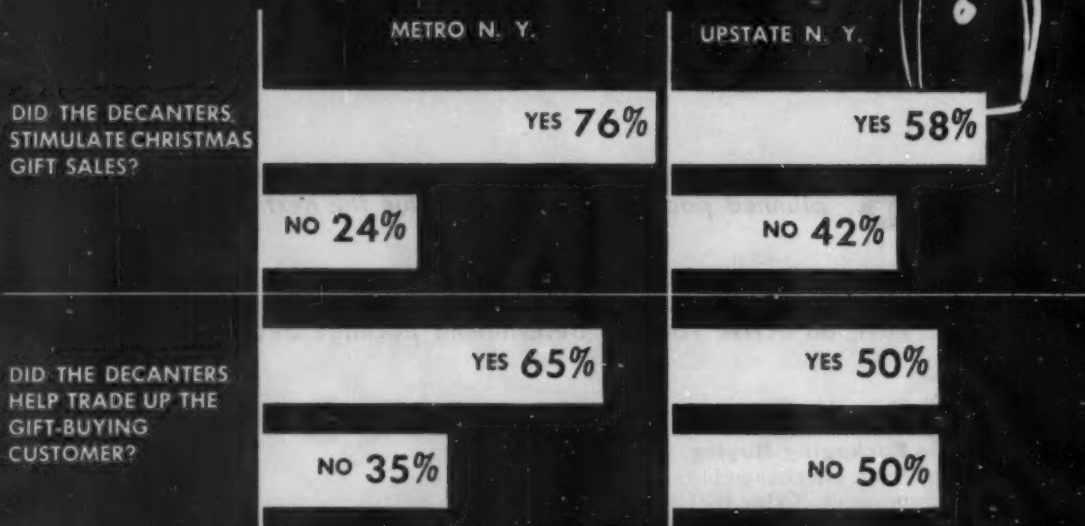
386 FOURTH AVENUE, NEW YORK 16, N. Y.
333 N. MICHIGAN AVENUE, CHICAGO 1, ILL.
15 EAST DE LA GUERRA, P.O. BOX 419
SANTA BARBARA, CALIF.

Because packaging is such a hot subject with SM subscribers we have prepared a brief on "Packaging and Sales Management." It will pay you to get a copy. Why not today?

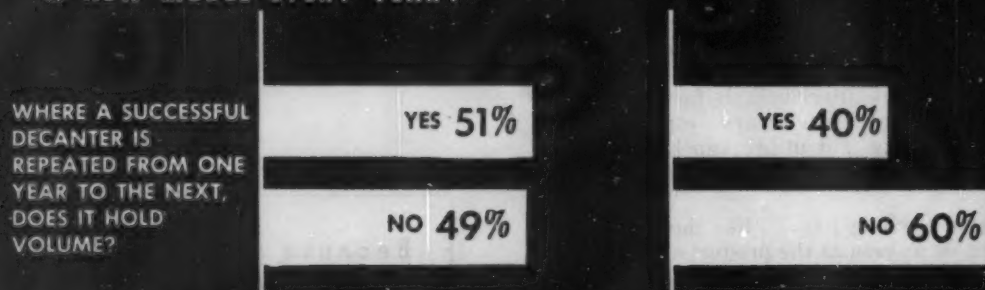
HOW DID THE DECANTERS DO?

Few developments in the liquor industry's marketing programs of recent years have created more controversy than this one issue: Do Christmas gift decanters increase sales?

To find out, *Beverage Media* asked 400 liquor retailers in the New York City and New York State markets to tell what happened at point-of-purchase during the '54 Christmas holidays.



IS THE DECANTER BUSINESS TO BECOME LIKE THE AUTOMOBILE BUSINESS — A NEW MODEL EVERY YEAR?



THE THREE MOST POPULAR DECANTERS IN UNIT SALES:



PHOTOGRAPH BY
Sales Management

* A complete sell-out in the New York market, even before Christmas.

Source: *Beverage Media*, *Beverage Media, Ltd.*, New York 10, N. Y.

(Advertisement)

Baby Advertisers Find Pot Of Gold

Manufacturers of baby foods and baby products in general know a good medium when they see one. And it's obvious they've seen one in Modern Romances. Each year for the past three years more baby accounts have been buying more pages and spending more money in Modern Romances than they did the year before. There was a 91.8% increase in revenue from 1952 to 1954. There's only one explanation: these smart advertisers who spend their dollars to bring in more dollars know that Modern Romances readers buy more baby products. They have to — they're young mothers with big, growing families. And they respond with gold to products advertised in Modern Romances.

Look at Modern Romances' score on baby products . . .

1952 Advertisers.....13

1953 Advertisers.....22

1954 Advertisers.....28

1952 Pages.....22.90

1953 Pages.....40.82

1954 Pages.....44.55

ADGRAPH BY

MODERN ROMANCES

America's Youngest Married Woman Audience

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N. Y.

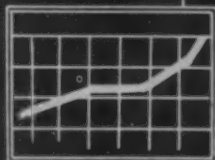
SALESMEN'S CONTESTS...

The BIG Sales Tool

Two-thirds of business firms with five or more salesmen use some kind of sales contest program to stimulate sales, according to a survey of almost 3,000 members of The Sales Executives Club of New York, Inc. If yours is a contest-minded organization, see how your contest objectives and incentives match up with these: Club members who subscribe to the theory have three basic objectives...

TO INCREASE
SALES VOLUME

58%



TO STIMULATE
"SLOW" ITEMS

20%

TO STIMULATE MORE CALLS
ON PROFITABLE ACCOUNTS

7%

HERE ARE THE INCENTIVES USED MOST FREQUENTLY:

CASH

55%

MERCHANDISE

50%

TRAVEL

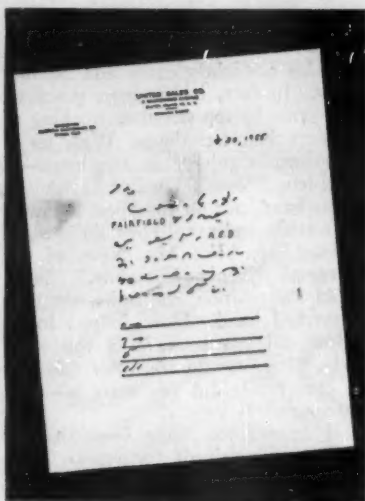
23%

RECOGNITION

17%

Source: The Sales Executive Club of New York, Inc.,
New York 17, N. Y.

PICTOGRAPH BY
Sales Management
Designed by HILL DAMROTH, INC.



Sales Message to Deliver? Let Gregg Do It

If your promotion letters are hitting customer wastebaskets with greater regularity than customer pocketbooks, try writing them in shorthand.

That's what United Sales Co., New York, did recently, and almost got swamped in the backwash. It also uncovered a willing ally: the boss' secretary.

United Sales, representing Fairfield Engineering Co., Marion, O., wanted to talk to as many construction equipment distributors as possible at a recent convention of the Associated Equipment Distributors in Chicago. To lure them to its hotel suite during the three-day conclave, the company sent advance letters of invitation to the secretaries of 550 distributors—written in Gregg: "Dear Secretary: Please remind your boss to visit the Fairfield Suite at the Conrad Hilton Hotel during the A.E.D. Convention. If he turns this letter in at our suite, we will mail you a lovely gift. Just write your name and address here."

Dutiful Response

At the convention, 137 distributors dutifully marched into the United Sales suite, letter in hand as instructed. The three men manning the suite were overwhelmed and, according to Joseph Halperin, v-p, United Sales, business writing exceeded even optimistic forecasts.

The promised "lovely gift"—Coro necklaces—has gone to each secretary who decoded the Gregg for her boss. Now United Sales' secretarial force is busy deciphering 65 thank-you letters—all in shorthand.

TWO FEET IN EVERY DOOR OF THE Troy City Zone

ENCOMPASSING SIX COMMUNITIES

123,500
PEOPLE
WILL
WELCOME
YOU IN

37,100
HOMES
WILL
RECEIVE
YOUR
MESSAGE

\$5,488
AVERAGE
INCOME
PER
FAMILY

\$203,687,000
ANNUAL
BUYING
POWER

Get YOUR Two Feet In Every Door
Of This Productive MARKET

THROUGH ONE MEDIUM
WITH 99% COVERAGE

THE RECORD NEWSPAPERS

THE TROY RECORD (MORNING)
THE TIMES RECORD (EVENING)

TROY, N. Y.



A Heart-to-Heart Talk With a New Salesman

Know yourself. Learn how to be a good personal manager. Carry out a systematic plan for self-improvement. And never forget that your success depends primarily on your ability to build confidence in yourself and your company.

BY DICK TULLAR

Los Angeles Manager, Cresmer & Woodward, Inc.

You have been selected by your company to sell.

You have been interviewed, probably by several people. You may have taken a battery of aptitude tests. At any rate, the sales manager and his associates have decided you may fill the bill. It means the company is going to invest from \$1,200 to \$15,000 in this decision. They hope you make it.

You also hope you make it. You must have a certain amount of native intelligence, a pleasant personality, and ambition to succeed. Otherwise you wouldn't have been picked for the job. On the other hand, you weren't hired solely because you have the look of the "natural born salesman" about you. Certainly the boss liked your looks, but he also thinks

you have mental capacity—capacity to learn from supervision, capacity to practice self-improvement.

Let's be basic for a moment about this much-discussed first impression. For the sake of definition, let us say it is your mark of distinction. The mannerisms, the ways of speech, the characteristics that distinguish you from all others. It is you as observed by the company, the customer, your wife and children. It is eventually the *lasting* impression you leave with all those with whom you associate.

This is something you can change and develop for the better even before you have mastered your basic product knowledge. Fortunately, you can learn from making a "bad first impression" on a customer (don't worry, you'll know), and the next

day have it working to your advantage.

This is slightly corny and nothing new. In fact, it has been practiced for years by top salesmen working to perfect their techniques. Walk up to the biggest mirror in the house—a full-length one if possible. Stick out your hand, put on your best business-like smile and say, "How do you do, Mr. Glare. I'm Mr. New, of the General Supply Company." Now hold the position, the smile, the outstretched hand. How do you *look*? How did you sound? If you were Mr. Glare would you offer this guy a chair? Or did you scare h— out of yourself?

I know, you have been shaking hands with friends for years. They don't care if you squint your eyes, lick your lips, or grimace and look harassed about the whole thing. But it might irk the daylights out of Mr. Glare.

While you are still standing there, take a look at the suit. Neat? Pants pressed? Shoes shined? Fundamental, certainly, but they all add up as factors in making that favorable first impression.

It could be that Mr. Glare is more fascinated by the yellow interlaced halos on your purple tie than he is in what you are saying. Are you still wearing the favorite college sport costume, or have you decided a conservative, well-tailored business suit gives you the preferred impression?

Keep standing there and gaze at yourself for another moment. Do you really think when a Mr. Glare meets you as your company's representative, he will be impressed by what he sees? As long as he isn't *depressed*, there is hope he may be interested in buying from you.

Trying to discourage you? Trying to insult your intelligence? No. Just trying to prevail upon you to do a little self-analysis—honest, practical probing of how you act, look, think—to determine how you appear to others.

Let us assume you are married. What more logical person than your wife to help you analyze yourself? She knows your weakest points, as well as where you shine. She is past master at playing to your moods; she knows how to encourage or discourage as the occasion demands. She knows you better than the manager, your best friend, or a customer ever will.

Don't start a family row, but say, "Mary, tear me apart. From now on our future happiness, way of life, and standard of living depend on how good a salesman I am. You tell me how I can improve, and we'll both

Only One and

applicant can fill this job

GOODYEAR INDUSTRIAL RUBBER PRODUCTS

Call the G. T. M.
—Goodyear Technical Man—
for
HOSE—air, water,
steam, oil, special
BELTING—V-belts, transmission, conveyor,
elevator and other industrial rubber products



"WHERE TO CALL"

DISTRICT OFFICE

GOODYEAR TIRE & RUBBER CO. INC.
1560 E. 24.....Superior 1-8083

FIELD REPRESENTATIVES

Becton W V 1560 E 24.....Superior 1-8083
Malderman L T 1560 E 24.....Superior 1-8083
Jinkerson M L 1560 E 24.....Superior 1-8083
Sinclair J L
District Manager
1560 E 24.....Superior 1-8083

DISTRIBUTOR
CENTRAL STATES INDUSTRIAL

Who is this super-salesman? Trade Mark Service in the 'Yellow Pages' of telephone directories! It's the ideal way to help your national advertising create sales on the local level.

Here's how Trade Mark Service works: Your trade-mark appears over a list of your local outlets in 44 million directories across the nation... or those in selected local markets. The Goodyear Trade Mark heading at left shows how this advertiser directs prospects to its field representatives.

But you never knew a more effective way to tell the buying public where your product is sold! There's more to the 'Yellow Pages' story. Get *full* information from the Trade Mark Service representative. Call your telephone business office.

THIS EMBLEM IN YOUR ADVERTISING MEANS MORE BUSINESS FOR YOUR DEALERS

Find Your
Nearest Dealer
In The
'Yellow Pages'

work at it." Convince her you really mean it and you should receive an honest appraisal of your faults—and perhaps your virtues. Pay heed, and the improvement that results will pay dividends from now on.

This "conference" with your wife will accomplish another objective just as important—maybe more so: making her a partner in your career. You will be telling her about the rough sales, the turn-down, and how you made the bonus. She will understand your business, be a part of it and, what's more, love it.

Remember, you are going to be next to, in the middle of, surrounded by, sales meetings, company policy and customers. Teach her to be a wise confidant, and you will be surprised at the acumen of wifely analysis.

Why do you suppose many companies are having special meetings for the wives of salesmen these days? No, they aren't interested in the latest styles, but they have learned a man's wife can make or break him with the company. Even more important, from a purely selfish company viewpoint, she can make or break the company

with a highly valued salesman. In many such cases, the man's wife knows nothing about her husband's business, and does not understand the demands of the job.

Now that you have torn yourself apart, with the help of your wife, let's think about organizing your time. Most successful salesmen *do* organize their time.

It certainly does not have to be any cut-and-dried procedure. A plan can be as simple as listing on Monday the things you wish to accomplish that week. A step in the right direction is getting the list made out. A perfect conclusion would be checking off each item, sales call, project, as completed on Friday evening. You will learn to organize your time if you will just check back on what you hoped to accomplish. After awhile you will actually begin to feel ashamed of the discrepancy in the number of things you thought, at the beginning of the week, you could accomplish, and what you really did by the end of the week.

This advertisement cost \$1,365.00



(Reduced to Scale)

and was noted by
28% of the women and 39% of the men, or
177,670 readers
(or 130 readers per dollar)

of The Los Angeles HERALD-EXPRESS
August 19th, 1954 issue

Space: 1750 lines
based on

Daniel Starch & Staff Research Survey

For information concerning the regular monthly
Search Survey of the Herald-Express, contact the
Herald-Express or Moloney, Regan & Schmitt, Inc.

A good illustration of Sound Advertising

- 1-It stars the PRODUCT
- 2-A low rate factor
- 3-In a medium where advertising is welcome

**The Los Angeles market is heavily concentrated
in Los Angeles County**

**The HERALD-EXPRESS heavily concentrates its circulation
in Los Angeles County**

The Los Angeles Herald-Express
Largest Evening Newspaper on the Pacific Coast
Circulation over 300,000 ABC

Represented nationally by MOLONEY, REGAN & SCHMITT

Formulate a System

If you are conscientious, such a procedure should convince you of the necessity of organization. This is no arbitrary solution; you may think of a better method. Any system is better than no system. Formulate one, use it, improve on it.

You can learn a lot about yourself by carefully observing the other men on the sales staff, what they say, how they react, their gripes and problems. Listen some evening when the whole gang is in, or after a sales meeting:

"I couldn't remember that purchasing agent's name. Never can remember names very well."

"Joe, let me borrow a copy of your sales letter. I just don't do very well in putting my thoughts down on paper."

"Man, the way he says 'NO' is enough to discourage me."

"You know that guy irritated me, but good, with the amount of service he demanded with the small order last year, but I bit my tongue and smiled. This year he gave me my biggest order."

"Oh, he's the kind of person who expects you to keep him up to date on the new stuff, whether he ever buys it or not." And so on.

A man can't remember names. Has he ever tried to improve his memory? Any person of normal intelligence, with a certain amount of patience, can learn. His friend isn't yet capable of writing a good sales letter. Many buyers demand a follow-up letter these days. Has he ever thought of

"As I see other lumber and building material dealers expanding and modernizing their properties, I am convinced that the ideas and

principles embodied in their programs were inspired by articles and advertising appearing in BUILDING SUPPLY NEWS."

Robert H. Ebenreiter



Ebenreiter's Lumber & Building Material Supermarket — BSN Style — is organized as follows: (1) Woodworking factory; (2) 3-story storage shed; (3) Warehouse, 5 man service mill in basement; sash and door storage, main floor; 10 man engineering and sales department for woodworking division; (4) Retail store and show rooms; (5) Demonstration home; (6) Demonstration garage; (7) 25-car parking lot; (8) 6-car railroad spur; (9) Flooring and siding warehouse; (10) Roofing and plywood warehouse; (11), (12) and (13) Lumber storage; (14) Outdoor yard lumber storage.

Robert H. Ebenreiter
President
Ebenreiter Lumber Co.



**That's Why BSN
Ranks FIRST in
its \$8 Billion Market!**

Sheboygan, Wisconsin's lumber and building material supermarket-dealer, Robert H. Ebenreiter, rings the bell with the above quotation from his recently-received voluntary tribute to the combined editorial and advertising impact of BUILDING SUPPLY NEWS.

"Each month," he writes, "I spend more and more time not only reading but studying both articles and advertisements at great length!"

As does supermarket-dealer Ebenreiter, so do thousands of the nation's more than 20,000 lumber and building material dealers for whom BSN is always "the FIRST dealer merchandising publication." Here they find what they need to help them increase their 88.2% share of the industry's nearly 8 billion dollar annual sales volume. Here they exchange ideas that have made them the biggest merchants in their communities — with sales averaging \$326,400 annually — in many instances, in the millions.

If you want to get your product story to dealers like Ebenreiter — who sell everything for home building — you can do it most effectively through BUILDING SUPPLY NEWS.



◀ If you want specific evidence of BSN's unequalled editorial impact, write for a copy of "DISPLAY FOR PROFIT." No cost. No obligation. FREE to ad men and sales executives.

**BUILDING
SUPPLY NEWS**

...the FIRST dealer
merchandising publication

5 SOUTH WABASH AVENUE • CHICAGO 3



taking a course in letter writing? Or studying a technique, rather than copying it? There are a very few things you cannot learn if you really have the desire.

"Don't get discouraged, be persistent." The first part of this statement is ridiculous. Certainly you'll get discouraged, but you will also learn to overcome it. You'll be downright depressed over your "no sales" a few times. You will experience jubilation over the first "big" deals. You will make your own satisfactory adjustment to the inevitable ups and downs of a sales career.

You won't just simulate enthusiasm over your product. Without realizing it you will be sincerely enthusiastic about a product or service you know and believe in. By the same token, common sense in a sales approach accomplishes far more than an insincere extolling of dubious advantages.

A sales manager friend recently said that he was most pleased when a new member of his sales staff demonstrated he had "pep": Patience, Enthusiasm, Persistence.

Have you ever heard of the "Five I's": Intelligence, Imagination, Interest, Integrity and Initiative? According to many sales managers and personnel directors, any young man who expresses a fair degree of each of these qualities is well on the way to being a successful salesman. (Ben Moreel, board chairman of the Jones & Laughlin Steel Corp., looks for these specific qualities in picking a top executive.)

On the other hand, most sales authorities agree that there is no pat

formula one can follow in developing a successful sales career. Take a look at the top producers on your own sales staff. Probably no two of them resemble each other except in their ability to sell the company's product or service. They have each made adjustments along the way, improved their knowledge of the customer, the competitor, and themselves. They have profited by their mistakes, as well as a competitor's mistakes. And they made mistakes!

We might say these successful salesmen have a "sales personality," and start a violent debate over just what a sales personality is and how it can be defined. For a general definition of *personality*, this one will serve the purpose:

"A well adjusted person should have a healthy body, normally acute sense organs, balanced perception, a good memory, sound judgment, rational associations, emotional balance, and motor control; but in addition to each of these he should have a harmonious coordination, or integration, of all phases of his being. Such an integrated being, we call a personality. It is a dynamic, growing entity which is continually changing as a result of the various experiences which the individual meets. In such a growing being we can distinguish certain tendencies or trends . . . but each individual is continually changing front, changing his trends, so that a description of him today may not hold tomorrow." (*The Psychology of Abnormal People*. John J. B. Morgan.)

So, according to Professor Morgan, your personality is in a continual

state of change as a result of your everyday experiences. If you rank as the "average new salesman" today, no reason why you can't cop the title of the "above-average new salesman" next month. That is, if you care to take the time to study yourself, and improve on the findings.

You have been wondering, ever since a paragraph ago, why this personality definition came from an abnormal psychology text. No unkind association intended, just wished to make a point.

Again quoting from this book (Preface):

"The experience of numerous students has demonstrated beyond much doubt that an excellent way to study normal human behavior is to study such behavior in distortion or exaggeration. When the abnormalities in human mental life are discussed as aberrations of normal traits . . . the study of abnormal psychology becomes an excellent way to give the students an indelible knowledge of the laws of mental health."

Study Extremes

Applying the same principle, what better way to learn about productive sales techniques than by careful study or the extreme approaches that ring up "no sales?" For example: the aggressive presentation that borders on the obnoxious, or its opposite — the salesman who allows himself to be ushered out before he has had a chance even to mention the main point of the sales story. There is a happy medium here somewhere, and you will have to work out your own technique.


You have, no doubt, made your first series of sales calls, and probably spent a lot of time memorizing facts and figures beforehand. Maybe you made the sales, maybe you didn't, but you have learned one thing: You cannot sell anything unless you are able to talk with the man who makes the buying decision.

Sometimes we all wonder and muse at the whims and prejudices of those to whom we sell, or attempt to sell. We figure out another slant, and start all over again. (Patience, Enthusiasm, Persistence.)

With all this PEP, it is accepted doctrine that you cannot sell a product until you know everything about the product. You will have to know all about *you* before you can *sell yourself* along with this product or service.

As a new salesman, know yourself!
The End

(Reprints of this article will be available about April 25 from the Readers' Service Bureau, Sales Management, 386 Fourth Ave., New York 16, N. Y. Price: 15 cents each.)



Sioux City
A.B.C. CITY ZONE POPULATION
*** 100,121**
AND they all read
Sioux City Newspapers

* Sioux City newspapers offer 100% A.B.C. city zone coverage PLUS 63% daily and 48% Sunday in 12 neighboring counties!

CONTACT OUR NATIONAL REPRESENTATIVES
The Sioux City Journal
JOURNAL-TRIBUNE
NATIONAL REP. JANN & KELLEY, INC.

This gentleman was the star of a Moslem "Easter" parade according to a PARADE Far East representative. In PARADE his picture stopped seven in every ten readers and made them read the full story.

Fresh, off-beat stories like this make PARADE the best read magazine in print, according to independent surveys, and give advertisers twice as many readers per dollar as the big weekday magazines. No doubt about it: To open new markets, to establish brand names, to build sales every day, all week long—PARADE has what it takes.



Egghead... with Umph!



Parade...

The Sunday magazine section of 47 fine newspapers in 47 major markets... with more than 14 million readers every week.

Key to More Orders at Lower Cost: A guide for sales, marketing and advertising executives in improving catalog procedure as part of overall marketing programs, published by Sweet's Catalog Service. It details the four elements vital to greater catalog usage: good design, selective market coverage, maintenance in buyers' offices and coordination with advertising and personal selling, and how the increased usage thus achieved can result in increased sales and cut unit sales costs. Data are presented in terms of order-to-call ratio under three conditions: cold calling, following up inquiries from advertising, responding to catalog-stimulated invitations. Product information in industrial purchasing is also included. Write to Garwood R. Wolff, Sweet's Catalog Service, 119 W. 40th St., New York, N. Y.

This description of the free booklet, "Your Catalogs—key to more orders at lower cost," appeared previously in "Worth Writing For." We reprint it here for the benefit of those who might have missed it.

Sweet's Catalog Service



Dramatize Important Messages with the Versatile

VISUALCAST
OVERHEAD PROJECTOR

YOU FACE THE AUDIENCE WHILE
THEY FACE THE FACTS

for Sales and Other Employee
Meetings, Conventions, Schools,
Colleges, Hospitals

Complete Art & Photographic
Service for Production of
VISUALCAST Transparencies

Phone or Write to
Eastern Sales and Rental Representatives

VISUAL METHODS
INC.

6 EAST 39 STREET NEW YORK 16, N. Y.
Murray Hill 6-4443

Production Division of H. D. ROSE & CO., Inc.

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces
and other sales literature useful to marketing executives.

Keystone Broadcasting System:

New list of Keystone's 800 affiliates which represent the following: U. S. population, 50.7%; households, 50.5%; radio homes, 50.2%; consumer spendable income, 43.8%; total retail sales, 45.6%; food store sales, 44.2%; drug store sales, 45.1%; automotive store sales, 50.3%; farm population, 79.4%; farm households, 78.2%; farm radio homes, 78.2%; gross farm income, 72.9%. For complete market information, write to Edwin R. Peterson, Vice-President, Keystone Broadcasting System, Inc., 111 W. Washington St., Chicago 2.

20 Premium Plans for Sales:

A 12-page digest of the fundamentals of premium merchandising, published by *Premium Practice*. It gives a concise run-down on such basic premium promotions as direct premiums, coupon plans, self-liquidators, juvenile offers, enclosures, container premiums, banded premiums, traffic-builders, dealer premiums, contests, use-the-user plans, trade cards, trading stamps, tape-redemption plans, door-to-door sales, home-service routes, party plans and club plans. Write to Lawrence W. Bell, General Manager, *Premium Practice*, 386 Fourth Ave., New York 16, N. Y.

Indianapolis Trading Area:

Market data compiled by *The Indianapolis Star* and *The Indianapolis News*. The area consists of the 45 counties (all within a 100-mile radius of Indianapolis) in central Indiana, a market with a total effective buying income of more than \$3 billion. The state of Indiana is tenth among all states in retail sales. Of this, the Indianapolis trading area covered by the *Star* and *News* accounts for 46.8% of total retail sales; 45.8% of food sales; 47.7% of automotive sales; 53.3% of drug sales; 47.1% of furniture sales; 45.4% of apparel sales. The average income per family in Indianapolis is \$6,593 — 25.7% above the national average and seventh among cities of 600,000 population and over. Data include the 45-county population and dwelling units; population and dwelling units in the City Zone; incomes of Indian-

apolis families; neighborhood shopping centers; retail stores in each neighborhood shopping center; Marion County; retail sales in Indianapolis and 44 surrounding counties; wholesale sales; manufacturing and industry; agriculture (City Zone plus trading territory); major retail outlets. Write to Charles Lord, Advertising Director, *The Indianapolis Star* and *The Indianapolis News*, Indianapolis, Ind.

'Canadian Builder' and Its Market:

Factual information based on the 48 points of the publisher's sales presentation outline recommended by the National Industrial Advertisers' Association. Some of the highlights: Lumber and building materials dealers in 1951 handled \$290,466,000 of business; lumber and building materials, coal and wood yards another \$67,145,000; other building materials dealers, \$18,322,000; electrical supply stores, \$31,287,000; heating and plumbing equipment dealers \$23,153,000; paint, glass and wallpaper stores, \$16,210,000; hardware stores, \$216,614,000. It's a \$5 billion building and construction market. Write to Roy E. Melliush, Promotion Manager, *Canadian Builder*, 146 Bates Road, Montreal 8, Canada.

Peoria, Ill.: Fact folder compiled by *Peoria Journal Star*. It is a \$630 million self-contained major market — No. 1 in Illinois except Chicago — and the buying and distribution center of a 13-county area. Metropolitan Peoria (Peoria and Tazewell Counties) has a population of 265,800, 83,400 homes. It has 75.5% of Retail Trading Zone buying income and 72.2% of Retail Trading Zone retail sales. In the 250,000 to 400,000 population group of standard metropolitan county areas Peoria is 26th in population, 17th in retail sales per capita, and 3rd in buying income per capita. Data for each of the 13 counties (Woodford, Stark, Fulton, Mason, Putnam, Marshall, Schuyler, McDonough, Knox, Henry, Bureau) include: population, family units, automobile registrations, net effective buying income, buying income per family, total retail sales, food sales,

SALES MANAGEMENT

general merchandise sales, drug sales, crop values (1953), livestock values as of January 1, 1954. Write to Clarence S. Mugge, Promotion Manager, *Peoria Journal Star*, Peoria 1, Ill.

Survey of Ohio Architects: Report from the Marketing Research Department of Sweet's Catalog Service, which throws light on specialization by analyzing the five-year record of school design work by 373 top architects from 1950 to 1954. The purpose of the survey is to determine how far it is possible to identify future school designers on the basis of past records. Data indicate that most firms design schools intermittently; historical data go only part way in indicating next year's "school architects"; that the only way to insure coverage of all school architects is to distribute catalogs to all active architects. Included is an analysis of specific costs which points out the false marketing economy of limiting catalog distribution to specialists in this field. Write to Garwood Wolff, Sales Promotion and Advertising Manager, Sweet's Catalog Service, 119 W. 40th St., New York, N. Y.

Media Helps for Advertisers:

Revised editions of *Parade's* detailed study of coverage by various combinations of Sunday magazines in metropolitan county areas, and county coverage maps for all combinations. Nine 12" x 22" county coverage maps are printed in various tones of red indicating family coverage of 50% and over, 20% to 49% and 10% to 19% coverage by various supplement combinations. On each map there are statistics which show retail sales in various county coverage groups. This is broken down to include number of counties, families, population, total retail sales, food sales, general merchandise sales, drug sales, circulation and average coverage. Percent of total in each classification is also included. Data on Sunday magazine coverage in metropolitan areas come in seven sections which are designed to help advertisers who wish to select a combination. The study shows how distribution patterns of various Sunday magazines fit together in metropolitan county areas which account for 70% of all retail sales, yet comprise only one-tenth of the counties of the U. S. Write to Homer Smith, Promotion Manager, Parade Publications, Inc., 285 Madison Ave., New York 17, N. Y.



United gives your Personnel moves the "Personal Touch!"

"Pre-Planned" Moving by United Van Lines is not just a routine job. It takes care of every tedious detail in advance, assures a safe, clean move. It's the kind of service your key people will appreciate because it gets them settled in their new homes with a minimum of fuss and bother. They'll thank YOU for the "personal touch" of a Pre-Planned move. So why not call United! A United Agent is listed in your phone book.



PRE-PLANNED Moving In *Sanitized Vans*



Afraid to Junk a Going Line?

Papercraft threw out its prosperous war baby and replaced it with a line of gift wrappings. Sales have increased four-fold. One-hundred thousand retailers, serviced by 3,000 wholesalers, have taken the place of 11,000 dealers.

As told to Alvin Rosensweet
BY JOSEPH M. KATZ • President
Papercraft Corp.

This is a period in which manufacturers of consumer products can no longer depend on past profits and past position. Merchandising is changing rapidly with the growth of self-service. Packaging is becoming more important than ever.

It takes guts to face reality, throw out an entire successful line and replace it with a completely new one—guts combined with market research and product development. We did it at Papercraft Corp., Pittsburgh, and the result is plain: Sales are four times greater than they were before we made a complete changeover.

1945 Was Big Year

We wound up 1945 with the biggest year in our history. Our principal product was the Write-Kit, a compact letter-writing unit we developed early in World War II.

Soldiers, their wives and sweethearts were writing letters every day. Stationery sales hit an all-time high. Our sales were in the millions of dollars, between seven and eight figures.

(Papercraft is a closely held family corporation and sales figures are not made public.)

But it didn't take a genius to realize that big stationery business during World War II was based on an artificial demand.

It was safe to assume that once the boys came home the sale of stationery would take a big nose dive.

But it was a tough decision to throw out our biggest item while sales were still booming. In fact, our analysis showed that even if our sales of writing paper dropped by half we would still wind up with a healthy profit.

We realized, however, that once the sales decline hit us we would become a secondary supplier while the

old-time stationery firms that had been in business long before World War II would still be getting the bulk of the volume.

In 1945 I made a one-man survey to determine what other paper products we could manufacture and sell to the outlets that had bought Write-Kits during the war. We talked it over with our customers from coast to coast.

I was on the road myself at least half of 1945. I talked to department store buyers, wholesalers, mail order houses, chain stores, Army post exchanges and ships' naval stores.

Out of these talks came the realization that a market in gift wrapping paper was developing. This trend wasn't born of wartime shortages and slated to die at the war's end. It had started in the late '30's. American housewives wanted to show their handicraft ability. They wanted to project their personalities by presenting gifts packaged in handsome paper, with clusters of ribbons and ornaments.

More Gifts Given

People were giving more gifts, not just at Christmas but at Easter, St. Valentine's Day and other holidays. Many persons camouflaged inexpensive gifts with handsome wrappings.

We had no accurate figures on this trend. But I believe that businessmen intuitively sense trends. We decided to quit the stationery business when we were on top.

Several factors helped us to make this decision. Our skill in designing stationery could be turned into this new channel. The grades of paper used in stationery could be used for gift wrapping. Processing this paper for our new product was not greatly different from processing it for stationery—with this exception: Most

of our equipment for producing stationery couldn't be used to manufacture gift wrappings. Cutting machines and conveyors were about all we could salvage.

Those were the first two steps: (1) sensing a problem and deciding to do something about it; (2) conducting a survey to determine what new, allied product we could turn out.

We began to manufacture our new gift wrapping line in September 1945. But we did not throw out stationery immediately. Our 1946 line had been styled and completed a year ahead at great expense. We could not announce that we were going out of the stationery business because that would weaken our competitive position.

Instead, we decided not to plan a stationery line for 1947 and merely liquidate our inventories of finished stationery and raw material at the end of 1946.

Entirely New Line

Another problem was our force of 14 salesmen accustomed to rosy commissions on stationery sales during the war. Now they faced the prospect of losing their stationery business and starting with an entirely new line—gift wrapping paper.

We told them first by mail of our plan for a complete switchover in product. Then we called them on the telephone. Reaction was generally good.

We encouraged our salesmen, especially those working big territories, to take on additional lines that would require a minimum of time, yet pay for their selling expenses on the road.

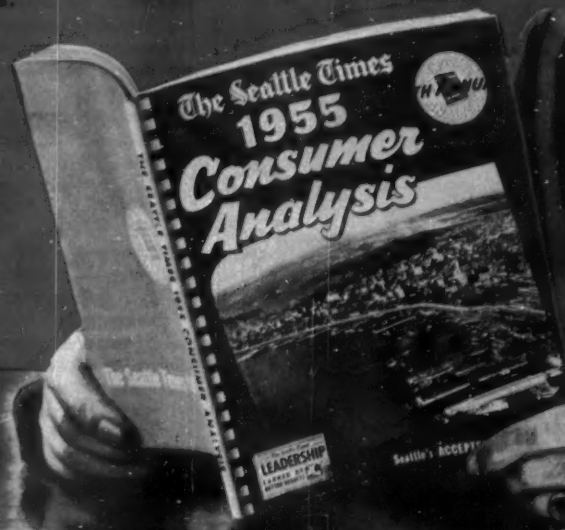
Although in the past 10 years we have lost six of those 14 salesmen, we have added others and now have 26 salesmen calling on wholesalers. We have a higher caliber salesman working for us, the kind it takes to call on businessmen running wholesale outlets. Our salesmen work on an incentive basis; we want men accustomed to good salaries, men who are not satisfied with \$100 a week.

Our decision to quit the stationery business turned out to be a good one. After World War II ended, sales dropped. Inventories were sold at surplus for a fraction of their original cost. Stationery sales hit the skids until Korea brought a temporary new demand in 1950.

Ready for your use!

The Seattle Times 1955 Consumer Analysis

Here are the answers to your questions about...
SEATTLE'S BUYING HABITS...useful, up-to-the-minute authentic data on Market, Methods, Foods, Home Equipment, Toiletries and General Buying Habits.



The Seattle Times 1955 Consumer Analysis is the accepted and standardized analysis—as conducted in other leading markets by major newspapers in Milwaukee, Washington, D. C., Honolulu, Indianapolis, Omaha, St Paul, Columbus, Salt Lake City, Cincinnati, Long Beach, Portland (Me.), Portland (Ore.), Sacramento, Fresno, Modesto, Phoenix, San Jose, Newark, Duluth.

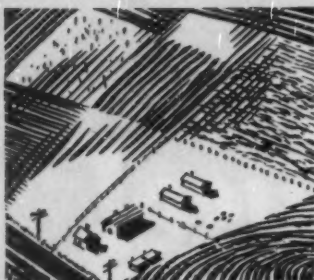
Get your copy today. Ask your local O'Mara & Ormsbee man. Or write to Advertising Manager, THE SEATTLE TIMES, Seattle 11, Washington.

The Seattle Times

Member, Consolidated Consumer Analysis Newspapers

Represented by O'Mara & Ormsbee, Inc. • New York • Detroit • Chicago • Los Angeles • San Francisco

IT TAKES
BIG FARMING
TO MAKE
BIG FARMERS



CAPPER COUNTRY
HAS IT!

The best farm families —
in the best farm counties
— in the best farm states!

This is the land of tall silos, shining bins, well-kept barns, grain fields stretching as far as the eye can see. Here in CAPPER'S FARMER territory, are big families with clear-eyed healthy children—America's largest, most productive farms—with big needs now and for the future. For your products, your services, this is a dynamic, ever-growing market!

Capper's
Farmer
Topeka Kansas



GEARED TO SUPERMARKET selling, which Papercraft finds to be a science all its own, Kaycrest displays get floor space with their attractiveness and they invite purchases with their convenience.

Only
Tufide is
Guaranteed
for Five
Years

That's Why More
Leading Companies Use
Tufide
THAN ANY OTHER BUSINESS CASE!



They've proved that your best sales investment is TUFIDE...the only business case guaranteed for five years. Only TUFIDE looks and feels like leather, yet outwears leather 5 to 1 at almost half the cost! SEE your TUFIDE dealer, or if you need, cases can be made to fit your specific requirements.

A Few Of The
Companies Now Using

Tufide
WESTINGHOUSE
EASTMAN-KODAK
PURE OIL CO.
TWA AIRLINES
GOODYEAR RUBBER
AUTO-LITE
GENERAL ELECTRIC
COLGATE PALMOLIVE CO.
TRAVELERS INSURANCE CO.

MAIL FOR FREE TUFIDE FACTS

STERCO PRODUCTS, Dept. A-31,
1401 W. Jackson Blvd., Chicago 7, Ill.
Please send FREE Facts on TUFIDE
business cases to:
Name.....
Firm.....
Address.....
City.....Zone...State....

Survey Distort Maps

Can you make use of the new distort maps which will appear in our May 10 Survey of Buying Power to map out marketing strategy? Would you have need for them in a separate package? Want a wall map distorted either as to income or to sales? See page 12, this issue.

More than 100 new companies went into the manufacture of stationery after Pearl Harbor. Only two or three are left.

The complete changeover from one product to another led to still another line. Although we turned out only gift wrappings at first, we soon realized that such wrappings account for only a small part of the volume in this field. We found that most producers of gift wraps bought their ribbons and seals from other companies. We decided there was room for a company devoted to the exclusive manufacture of these products. In 1947 we added a ribbon division.

Although no accurate figures are published throughout the industry, I believe that we operate the world's largest plant devoted exclusively to the manufacture of gift wrapping papers, foils, ribbons and accessories.

Not only are our present sales four times higher than our highest wartime stationery sales: In World War II we occupied 30,000 square feet of manufacturing space. Now we occupy 165,000 square feet, more than five times as much.

We made another big switch. It's one I think every manufacturer of a consumer product can think about. We had been selling our stationery line to both wholesalers and retailers. But from some wholesalers we were getting the complaint: "We're selling

SALES MANAGEMENT

to retailers and so are you. You're giving us competition."

Again we were faced with a momentous problem. But we decided to switch exclusively to wholesale outlets for these reasons:

1. We believed we could reach more retail stores through wholesalers.

2. We believed there were greater opportunities for volume with the wholesaler than with the retailer.

We actually got rid of 11,000 direct retail customers, although, of course, most of them are now serviced by wholesalers to whom we sell directly. We started off with 900 wholesalers. That figure has jumped to 3,000. And more than 100,000 retail stores are selling our line of Kaycrest gift wrappings, with all the trimmings.

All this took personal calls. In the summer of 1947 our entire staff spent a lot of time visiting retail customers and explaining our new distribution system. Frequently, a salesman from our new wholesale outlet in the territory went along, too.

The change from direct-to-retail outlets to wholesaler-to-retailer caused a complete switch in our use of advertising media. While we were selling direct-to-retail we advertised in business papers read by retailers and dealers. When we began selling to wholesalers we simultaneously switched to business papers read by wholesalers. Business papers now carrying Kaycrest advertising are *SALES MANAGEMENT*, *Paper Sales*, *Playthings*, *West Coast Druggist* and *Wholesale Drug Salesman*.

Television Advertising

In 1954 we ran advertisements for the first time in *Life*, appealing to consumers at the height of the Christmas buying season. Kaycrest gift wrap assortments were featured on Steve Allen's NBC-TV *Tonight* program. We were happy to fill many demands from television programs during the 1954 Christmas season, featuring instructions on gift wrapping.

We went into super markets for the first time in 1949 in St. Louis. We ran a test that failed so dismally we had to take back a trailer load of gift wrappings.

It was strictly "cracker-barrel" merchandising. We used the same kind of packaging in super markets as we were using in drug, department and variety stores. Furthermore, our gift wrap assortments were placed on

Just As...

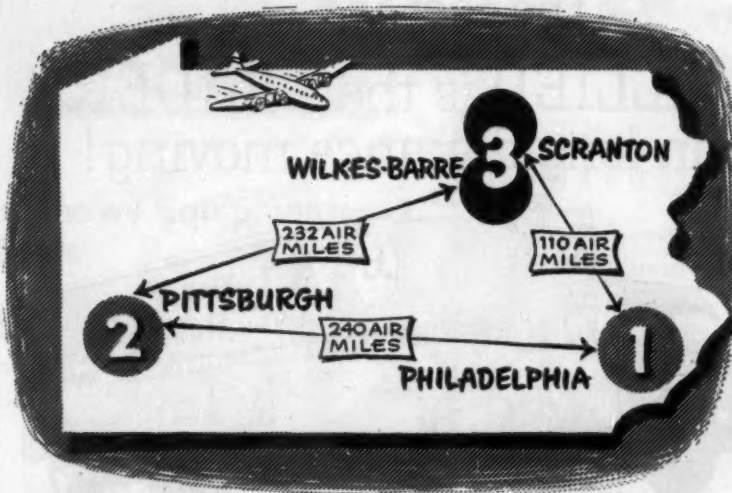
There is only **ONE 1ST MARKET** in Pennsylvania
Philadelphia = Population-3,971,000

and only **ONE 2ND MARKET** in Pennsylvania
Pittsburgh = Population-2,276,300

THERE IS ONLY ONE 3RD MARKET ...
... IN PENNSYLVANIA

SCRANTON-WILKES-BARRE

POPULATION = 571,400



SCRANTON-WILKES-BARRE **MARKETS IN ONE**

Topographically, economically and socially, SCRANTON and the neighboring city of WILKES-BARRE must be considered as a unit. These two markets are so closely allied that the traveler can hardly tell when he has passed from one to the other.

This is also true in the distribution of merchandise as evidenced by the major grocery and drug chains and wholesalers.

For example: The A & P TEA CO. has its buying headquarters for the area in SCRANTON. AMERICAN-ACME STORES buy in WILKES-BARRE. The PENNSYLVANIA WHOLESALE DRUG CO. headquartered in WILKES-BARRE and distributing in fifteen counties, estimates 35% of its total volume in SCRANTON and Lackawanna County.

Clearly, this is the sound way to develop sales in Pennsylvania's Third Market.

Source: Consumer markets 1955, Hazleton excluded from Scranton . . . Wilkes-Barre.

The Scranton Times

GEORGE A. McDEVITT CO., INC., National Representatives

• New York, Chicago, Philadelphia, Pittsburgh, Detroit

AW NUTS!



the fact is ...

ALLIED is the LEADER in long distance moving!



(leader in important ways!).

MORE MOVES ... were made with Allied Van Lines last year, the year before and for the last decade than with any other van line.

MORE MILES ... were traveled by Allied Vans ... last year over 51 million miles.

MORE DOLLARS ... paid by more people for Allied Van Lines services ... over \$38 million in 1954.

MORE POUNDS ... carried by Allied in 1954 ... over 417 million pounds of household goods, office furniture, fixtures and displays.

MORE VANS ... available to the public in Allied's fleet ... over 2,700, specially equipped vans in charge of experienced moving specialists.

NO. 1 SPECIALISTS ... in moving and storage, your Allied Agents ... located throughout the United States and Canada, and in Alaska, Hawaii, Puerto Rico, Mexico and Panama Canal Zone. Call your Allied Agent. See your Classified Telephone Directory.

ALLIED VAN LINES, INC.

General Office - Brookline, Illinois

WORLD'S LARGEST LONG DISTANCE MOVERS

shelves to compete with thousands of other items.

We learned that super market merchandising is a specialized field in itself. Our regular package was not adapted for dynamic merchandising. Since that failure in 1949 we have redesigned all our packaging, gearing all our products to super market selling. Our merchandise in super markets is placed in colorful floor stands. A big price and an impulse-creating tagline reading "Special Value" are in clear view of customers.

Result: 90% of the gift wrappings sold in 58% of all super markets in the United States in 1954 bore our Kaycrest label.

The increase of corporation gift-giving has started us off in a new direction. We are making available to business firms an attractive box of gift wrapping papers, ribbons and accessories. We send them out to customers as a gift. In 1955 we expect to sell gift wrappings directly to corporations for their employees and customers.

Search for New Products

I believe this to be the most important cornerstone of our success: We have never stopped looking for new products in our field that can be sold by our salespeople to the same buyers. Constant research in technical and sales methods and a constant search for new products to manufacture are our very lifeblood.

Here's proof:

During the time we manufactured stationery we had about 25 different products, which actually were different boxed stationeries under various names. In 1947, when we had accomplished a complete switchover in our product, we had a half-dozen different assortments of everyday and Christmas wrappings. Our catalog that year was a thin volume costing little more than a dime a copy to put out.

As a result of continually looking for new applications, we now turn out more than 100 gift wrap products, including ribbons, seals, tags and foils. Kaycrest gift wrap assortments are made up for Christmas, baby gifts, weddings, showers, anniversaries, birthdays and holidays. Our 1955 catalog is a handsome, thick volume costing us around \$4.50 a copy.

That's why Kaycrest gift wrappings, which we hadn't even dreamed about 10 years ago, are our principal product, representing virtually our total sales volume.

No wonder we're wrapped up in gift wrappings!

The End

SALES MANAGEMENT



Brief Case on Wheels Shows Equipment; Multiplies Day's Contacts

The van Groos Co., sales engineers in Southern California handling a line of electronic test equipment, had this problem—the increasing difficulty of selling scientific instruments from a brief case.

Engineers and scientists who select the equipment want to see it work. After their interest has been aroused through advertisements, they don't want to look at literature. They want to see the products in operation.

Van Groos solved the problem with what it calls an "oversize brief case," a 30-foot bus converted into a traveling showroom. Originally a 28-passenger carrier, the six-ton Flexible bus is carpeted throughout, has hassock type seats, neon indirect lighting, blue-tinted windows and curtains. A rear door helps traffic circulation. All instruments are installed and in working order; prospects are encouraged to examine and operate them.

The small bus, with engine in the rear, is easily maneuverable, slips readily into parking lots of the companies van Groos visits. Once it is

parked, J. C. van Groos, the proprietor, invites the chief of engineering liaison out for a look at his "oversize brief case," while an assistant hooks up the electricity from a 50-foot reel in the bus. A plug-in strip for the instruments runs down both sides of the "showroom." The engineering chief then sends out department heads, who in turn send out other interested scientists and engineers. Van Groos gives them a short sales talk, then invites them to examine and try the equipment.

The bus is a big help to van Groos in covering his territory—California, Arizona and New Mexico. It saves considerable in-plant hours for himself and his customers. For example:

On a recent trip through Arizona and New Mexico, van Groos was gone from his Sherman Oaks, Cal., headquarters for 10 days, seven of them working days. He covered 2,400 miles and talked with more than 600 engineers and scientists. On a trip to San Francisco, he was able to contact 100 engineers a day.

PRESScription for PROFITS



Readers

Dominant and almost complete one-paper coverage of this great market on every Buying day.

Results

Positive sales results assured by 92% circulation concentration in all-important Cuyahoga County.

Research

Continuing Cleveland Press market research gives a quick and sure measurement of results.



Be Honest! Call Co-op Ad Deals Special Discounts, Not Advertising!

You can stay out of cooperative advertising hot water if you face up to the real meaning of co-op ads, argues Mr. Cumming. You can be sure, too, that dollars assigned to advertising are being used for effective advertising.

BY JAMES C. CUMMING
Vice-President, Anderson & Cairns, Inc.

Editor's note: The author presents one point of view. We believe all advertisers will profit by being exposed to it. Sales Management regularly presents arguments of those who favor, tolerate, or strongly advocate cooperative advertising. We welcome your comments.

No matter what line of merchandise you sell, it's inevitable today that you are under frequent pressure from your customers for cooperative advertising deals. This is true in foods. It's true in home furnishings. It's especially true in textiles.

The easy way out of the problem is to give in to your retailers or other customers. You have seen how some of your competitors have fallen for cooperative advertising, and for the sake of the record we'll quote from one such plan which took its entire advertising program out of the manufacturer's control and gave it to his retailers:

Funds for Retailers

"Any and all regular retail customers qualify for the plan, if their net purchases of trademarked items of the company's manufacture amount to \$3,000 or more during the year. For those customers qualifying, a credit of 2½% of the amount of those purchases will be established. These funds will be available for such customers to spend at any time prior to June 30 of the following year for the purpose of promoting any of the company's registered trademarked products, through the media of newspapers, radio, television, outdoor posters, car cards, bill enclosures or seasonal catalogs. Invoices, supported by tear sheets or other evidence of such advertising, will be paid either

in cash or as a credit to the customer's account."

If you read that one over you will see that it does not really call for "cooperative" advertising at all! The retailer isn't required to put up a nickel of his own money, but the manufacturer is left with little or no funds for any advertising program of his own. That it is completely contrary to the best-informed opinion on the subject is shown by the remarks of Ralph Allaire, Sr., formerly of the Utica & Mohawk Division, J. P. Stevens & Co., Inc. Speaking recently at the sheet forum of linens and domestics buyers, Mr. Allaire said:

National Backing Needed

"Aggressive advertisers always like to feature their brands close to the point-of-purchase, as well as with national backing. *Cooperative advertising without national backing is of little value.* No retailer is interested in cooperative advertising with unknown brands.

"Buyers are attracted to cooperative advertising because they feel it will help their profits," Mr. Allaire continued. "This might happen in a few places, but the danger of this method of advertising lies in the fact it can grow like a cancer and very few, if any, manufacturers can afford to continue such a program. Therefore it would be only a temporary policy, actually used to introduce a new line.

"Cooperative advertising alone, without national backing, creates more buyer appeal than consumer appeal," he concluded.

Remember that Mr. Allaire was talking about sheets — and there's probably no place where the pressure for cooperative advertising funds is

quite so high as in the sheet department of a department store. And although Mr. Allaire counseled no more than a middle-of-the-road policy, it's interesting to examine Stevens' actual experience in the marketing of sheets in specific test markets.

In Los Angeles, for example, Stevens decided to do some test advertising last August. The sheets were weak in that market, and distribution first had to be arranged. All the stores wanted cooperative advertising money, but on this point the answer was a firm no. Bullock's said it always pushed AMC sheets but, in view of the forthcoming Stevens newspaper advertising, finally agreed to keep the Stevens product on the counter. J. W. Robinson Co. also put in "covering" quantities of the sheets.

Companies Reordered

When the advertising broke in August, Bullock's sent in a rush re-order; Robinson's also reordered.

When Stevens announced similar advertising plans in Los Angeles for January 1954, nobody asked for cooperative advertising assistance! During the January White Sales, Bullock's, for the first time in history, did not make AMC sheets the big feature, and in both Bullock's and Robinson's Stevens sheets moved into a preferred position!

Another retail department in which cooperative advertising is particularly prevalent is corsets. Most companies simply decide that since "all the competition" does it, we'll have to do it too. But one hold-out is the Vassar Co. Div., Munsingwear, Inc., makers of Vassarettes. Says Vassar:

"Cooperative advertising can be carried on by the retailer and manufacturer in many forms. The usual 50-50 agreement on newspaper space is just one form and is usually limited so that the contribution made by the manufacturer is about 3% of total purchases by the retailer. This percentage system necessitates additional bookkeeping and clerical help on the part of both manufacturer and retailer to adjust the advertising accounts, and thereby increases overhead cost of both.

"The form of cooperative advertis-



To sell more where more is sold it's **FIRST 3 FIRST**

The 3 compact city and suburban areas of New York, Chicago, and Philadelphia—where 18% of all U. S. Retail Sales are made—deserve and reward a heavier advertising effort through First 3 Markets Group because in these areas the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. In these most profitable markets there is no substitute for FIRST 3 MARKETS' more than 3-of-every-5 family coverage.

And, in 6 states, which account for 30% of total U. S. Retail Sales, FIRST 3 delivers 47% average coverage of all families. To make your advertising sell more where more is sold...it's FIRST 3 FIRST.

Circulation in excess of 6,000,000.



The group with the Sunday Punch



Rotogravure • Colorgravure

New York Sunday News
Colorado Magazine
Chicago Sunday Tribune
Magazine
Philadelphia Sunday Inquirer
"Today" Magazine

New York 17, N. Y. News Building, 220 East 42nd Street, VANDERBILT 6-4894 • Chicago 11, Ill., Tribune Tower, SUPERIOR 7-0048
San Francisco 4, Calif., 155 Montgomery Street, GARFIELD 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, DUNKIRK 5-3557

BEST BUFFALO BUY for COMPLETE COVERAGE

FOR THE COMPLETE STORY
—all the facts and figures—of
Western New York's 8-county
market, write for the Market
Data Book published by the
Courier-Express.



ROP COLOR
available
both daily
and Sunday.

It's the *Sunday Courier-Express* — the State's largest newspaper outside of Manhattan. This powerful medium will carry your sales message to nearly all the families in Western New York's great 8-county market where annual retail sales through some 20,000 stores are almost 2 billion dollars. And to blanket this same market most economically, your best Buffalo buy is the *Morning Courier-Express* which reaches nearly $\frac{1}{2}$ of the 463,400 families in the 8 counties.

BUFFALO COURIER-EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:
SCOLARO, MEER & SCOTT
Pacific Coast: DOYLE & HAWLEY


IN THE QUAD-CITIES

57%

OF THE PEOPLE LIVE
ON THE ILLINOIS SIDE

..... where

9 out of 10

families read... 

**THE ROCK ISLAND ARGUS
THE MOLINE DISPATCH**

THE NEWSPAPERS THAT COVER THE ILLINOIS SIDE OF THE QUAD-CITIES

Call ALLEN-KLAPP — New York, Chicago, Detroit, San Francisco



one of the
**FIRST
100
MARKETS**

according to Sales Management's Survey of Buying Power among the 165 Standard Metro. County Areas.

ing given on Vassarettes affords the retailer the same promotional help, but it eliminates entirely the costly advertising adjustments, and gives the retailer much greater freedom to spend his advertising allowance as local conditions warrant. Vassarettes are priced to give you a $3\frac{1}{2}\%$ to 8% greater net markup, depending on price range, than you receive on comparable lines.

"You receive your cooperative advertising money regardless, and without the necessity of complying with a restrictive agreement. On a volume line, when markup is forfeited for an advertising rebate, the retailer's actual net profit is reduced, because generally the corset department does not run enough advertisements on any one line to make up the difference.

"Profits are made from the sale of merchandise with adequate markup and not on advertising allowances."

Again, in a very specific advertisement on this subject, Vassar adds:

Let's Talk Co-op Advertising

Unique in the industry, Vassar Co. does not overcharge and later rebate a dime to any dealer for cooperative advertising or other promotional gimmicks.

Instead, we have concentrated on making a product internationally famous for its quality and selling it to selected dealers at a price which gives them a far better than average net markup, allowing them an ample margin for local promotion as they see fit.

The fact that many of America's finest stores consistently advertise Vassarettes over their own name—in half pages—and even pages—is proof that this policy is a profitable one for aggressive Vassarette dealers. The time has come to weigh the facts. Isn't a greater markup on quality, fast-selling merchandise better than a small advertising rebate on inferior, slow-selling goods?

This brings us to the answer to the question, "How can you stay clear of cooperative advertising?"

To stay away from cooperative advertising, you must have a very firm, clear and active advertising policy and program of your own.

Many manufacturers try to operate with no advertising policy or program at all. They are the fairest of fair game for the cooperative advertising pressure boys. Others adopt a weak, vacillating, or on-again-off-again, not-sure-enough-to-tell-the-retailers-a-

SALES MANAGEMENT

thing-about-it kind of program. No wonder such plans are quickly bowled over by the gale winds of cooperative advertising pressure.

Notice that Stevens set up a firm policy in Los Angeles. It barred cooperative advertising, but it set up very strong advertising under Stevens' control. There was an *active* program.

Notice how clear-cut the Vassar Co. policy is—and there's an active advertising program to back it.

We could name many others who sell their products where cooperative advertising fires burn the hottest, but who keep their advertising under their control by following this principle.

The Cranston Print Works Co. sells to textile converters who pass the products along to dress manufacturers. Pressure for cooperative advertising assistance in this field is strong, but Cranston counters it with an active advertising program of its own. When customers ask for cooperative deals, Cranston points to its program and shows the customer where he fits in.

Similarly the Plastics and Resins Division, American Cyanamid Co., advertises actively the finished garments in which its Permell, Permell Plus and other products are used, but the program is entirely its own. No money changes hands. Cooperative advertising-hungry cutters are shown the program, which is obviously geared to their needs. Confronted with firmness and fairness, they are happy to find their place in the existing program.

Once you have established your policy and decided upon your pro-

gram, be sure your salesmen know it in full detail. Give it to them in writing so they can take it on trips.

A danger signal that may be flashing on your desk right now is one that indicates: either you have no policy and no program, or your policy and your program are not completely clear to your salesmen. That danger signal is a steady flow of requests for cooperative advertising funds coming to your office.

That's bad, because it weakens the position of your salesmen in the field. If they can parry, instantly, a request for advertising cooperation by quoting firm policy, they can nip these requests in the bud and keep customers happy. If they have to pass the requests on to you, customers immediately suspect that you are indulging in favoritism—and no wonder! You'd think so too if you asked your supplier's representative for special consideration, and received the answer that he'd discuss it with his boss.

Finally, if at any time or for any reason you decide that you *must* enter into a cooperative advertising deal, don't make the mistake of charging it to your advertising budget.

Be honest with yourself. Call it what it is, and enter it as a special discount. That way you will know where you stand when you compare your advertising appropriation with that of your competitors. You can be sure that your advertising funds are doing you the most good, because they are being spent under your control for your benefit, and not under the control and for the benefit of your customers. The End



FATHER AND SON TEAMS make up six of the 28 salesmen in the Red Wing Shoes organization, Red Wing, Minn. Left to right, they are: R. H. Carlson and son Don, Red Wing; K. J. Johnson, Sioux Falls, S. D., and son Keith of Denver; J. W. Teeter and son J. W., Jr., Prescott, Ariz.

ADVERTISING POSTCARDS

and LITERATURE in
**4 COLORS at
BUDGET PRICES**



You, like Kaye-Halbert, can secure advertising and sales promotional literature and postcards in full natural color at prices to meet a limited budget.

Write today for samples and information to the nearest Crocker office.

Dept. 5-4

H. S. CROCKER CO., INC.

SAN FRANCISCO, 720 Mission • LOS ANGELES, 2030 E. 7th
CHICAGO, 330 N. Clark • NEW YORK, 100 Hudson
BALTIMORE, 1000 E. Clifton

**THE FIRST WAY IS THE
BEST WAY TO SELL THE
\$443,975,000***

QUAD-CITY MARKET

Davenport, Iowa Moline, Ill.
Rock Island, Ill. East Moline, Ill.

DAVENPORT NEWSPAPERS

**FIRST in advertising line-
age in the Quad-Cities
and ALL IOWA!**

**Morning Democrat
Sunday Democrat & Times
Evening Daily Times**

Headquarters: Davenport, Iowa
Represented Nationally by JANN & KELLEY, Inc.

*Copr. 1954 Sales Mgmt.
Survey of Buying Power

MAKE 'EM LAUGH!

Friendly prospects buy quicker. Make yours laugh with the "Let's Have Better Motives" monthly mailings. Unusual — effective — economical — exclusive. Write for details on your business letterhead.

FREDERICK E. GYMER
2121 E. 9th St. Cleveland 15, Ohio

S.M.—we love you!

We're grateful to this fine magazine and to all its wonderful readers who tracked us down after mention of our very new **GREETING CARDS FOR INDUSTRY** (March 15, p. 22). To make things easier, here's our phone and address. We hope YOU will write or call for samples and price list, too!

IDEAS FOR INDUSTRY
15 West 44th St., N.Y. 36, MU 2-2856



"In the urban North, but not in the rural South, a man takes his wife along when he buys clothes"



"A New York City family of average income spends \$2 per week on liquor; in Los Angeles, a family rarely spends more than \$1"



"A Boston housewife rarely admits to buying a box of cranberries on impulse. Topeka housewives buy twice as many cranberries on impulse."

Washington Has Answers for You

BY JEROME SHOENFELD • *Washington Editor*

In you are interested in regional differences, market preferences, and basic industry statistics, don't overlook hundreds of studies made by the Federal government.

The studies were undertaken at the request of businessmen—but thousands of other businessmen are unaware of the existence—or value—of these data.

The Department of Agriculture, for example, which conducts more consumer surveys than the rest of the agencies put together, is interested in selling farm products—and this interest, since so much raw material belongs to the vegetable kingdom, extends to most merchandise. The Department is especially good on what

people eat, passable on what they wear.

Five years ago, the Department of Labor took a nation-wide survey on family budgets, and for selected cities can tell you what percentages go for food, rugs, laundry soap. Summarized, the material has been collected into "Family Income, Expenditures and Savings in 1950," sold at 50 cents by the Superintendent of Documents, Washington, D. C., who, indeed, sells whatever Government literature is offered.

This summer, the Wharton School, University of Pennsylvania, will re-tabulate Labor's findings for the benefit of market analysts. There will be breakdowns of expenditures, for

example, on food, clothing, furnishings, by city, income class and so on.

Housing and Home Finance Agency has made occasional surveys of kinds of houses built in various cities—basement or no basement, for instance. It hasn't much material.

All of the Agriculture Department material is designed to push sales; some of the geographical surveys, precisely, to disclose market potential—which cities, for instance, are or are not well supplied with grapefruit.

The Department is now trying to find out what people in cities and rural counties of 42 states eat, and this summer or fall it will publish findings covering the second quarter. Meanwhile, the Department has just

republished in a 200-page volume, "Food Consumption of Urban Families in the United States," the results of earlier surveys covering Birmingham, Buffalo, Minneapolis-St. Paul, San Francisco. The Superintendent of Documents takes \$1 for it.

You will notice, as you study the tables, how much the Birmingham diet differs from that of the other three cities. The foreword offers a general explanation: With less money and more children, housewives have to budget differently. Your own examination will show you that that's not the complete story. In the \$3,000-\$4,000 bracket, the Birmingham household used 2.14 pounds of dried fruits and vegetables weekly, the Buffalo family only .79 pounds. Again Birmingham used 7.93 canned fruits, vegetables and juices; Buffalo, 10.21. Birmingham took 9.06 pounds of flour, meal, cereals to 4.91 in Buffalo. You find corresponding differences in other income brackets. You can go deeper. The dried fruits and vegetables Birmingham preferred, you discover, consisted largely of dried peas and beans.

Potatoes and Tomatoes

It's not to be inferred that once you skip Birmingham, you'll find diets that are alike in other cities. Why does Minneapolis-St. Paul eat twice San Francisco's poundage of potatoes? Why, on the other hand, does a San Francisco family eat so many more tomatoes?

After the Department charted St. Paul-Minneapolis diets, it went into the surrounding countryside, coming up with "Food Consumption of Farm Families in Meeker and Wright Counties"—40 cents from Superintendent of Documents. Tables give such definite grocery counter items as mayonnaise, fresh loin of pork.

Generally, information about particular markets is incidental to some other research. Recently, for example, the Department patented a process for frozen apple concentrate, allegedly delicious. Lacking patent protection, nobody is rushing to create a market, which a more cautious competitor may steal when it's worth stealing. To interest capital, the Department has been putting laboratory-made concentrate into stores, checking both initial and repeat orders. Because this is being done in several places, published results will provide market comparisons.

The question of how Boston and Topeka housewives buy cranberries arose because, just before Thanksgiving, the industry had to decide on a

package: Boxes were cheaper, cellophane bags more attractive. It happened that storekeepers in those cities were willing to help. Here are some incidental findings:

In Boston, 81% had listed cranberries before going to the store, the rest buying on impulse. The corresponding Topeka ratios were 61% and 37%, with 2% not talking. In both cities, bags were more attractive to impulse buyers. Of the women taking bags, 33% in Topeka called it "habit" as compared with 18% in Boston. In choosing boxes, 55% of the Bostonians as compared with 44% from Topeka mentioned protection against damage.

Like Loose Apples

Most women prefer a pile of loose apples from which to select the fruit. Of those who find packages "more convenient," most want large packages—unless they're from Philadelphia or Chicago, where the favored parcel weighs less than five pounds. This bit of marketing dope comes from "Consumer Preferences Regarding Apples and Winter Pears"—25 cents, Superintendent of Documents.

Recently, the Department put out two volumes on "Use and Opinions about Fats and Oils Used in Cooking," dividing the respondents into North, South, urban, rural, white, non-white, income, age, education. Superintendent of Documents sells volume 1 for 50 cents, volume 2, a statistical supplement, for \$1.

These volumes tell which classes use most, or least, vegetable shortening, lard, shortening compound, cooking oils, margarine, butter—and for what. To which classes to direct promotion—greatest or lowest users—it leaves open.

At the bottom of this page is a table showing in which classes are the highest and lowest proportion of users.

Maybe TV, maybe the advertising pages, maybe your own experience,

has convinced you that without mixes women no longer can bake bread or rolls. Yet, without using them, 35% of the housewives do. In the urban North, the percentage is 32; rural North, 54; urban South, 25; rural South, 20. The figures are there, yet no advertising has yet pictured lovely models in old-fashioned aprons, doing their own mixing of Nature's ingredients.

Which fat, a housewife is asked, do you use most for sauces? Almost everywhere, it's butter or margarine. In the urban North, 57% want butter and only 24%, margarine; in the urban South, figures are almost reversed.

Generally, people buy cooking oils in pints or quarts, but the North is more interested than the South in gallons. Just as you might expect, these are favored more in cities than in the country. Among the various fats, it's vegetable shortening that wins the most brand loyalty and packaged lard the least. Is this last comparison a clue to sectional difference which can be generalized?

Citrus Statistics

The business of selling citrus is enlivened by issues which, somehow, are never resolved: loose vs. packaged, price by number or weight, natural or artificial color, sweetened or non-sweetened, large vs. small cans. In a pamphlet, "Consumers Use and Opinions about Citrus Products," put out several years ago and still offered at 40 cents by Superintendent of Documents, the Department collected opinions for town, country, Pacific region, the South, Los Angeles. There are 167 pages of almost straight tabulation.

One table might well influence the promotion of fresh lemons. People in each of the listed territories were asked how they use them. It's in Los Angeles that you find most women who want hair rinses, bleaches, cathartics; 30% along the Pacific, but only

Use of Fats and Oils in Cooking

Product	Highest %		Lowest %	
	Area	%	Area	%
Vegetable shortening	N. urban	84	S. non-white	47
Lard	S. non-white	78	N. urban	39
Shortening compound	S. non-white	28	N. urban	15
Cooking oils	N. urban	59	S. non-white	18
Margarine	S. urban	78	N. urban	52
Butter	N. urban	88	S. urban	71

10% in the South, squeeze lemons on fish; 65% in the country and 44% in cities, make lemon pie. The list of what people do with lemons is longer than you think.

Half of those who use lemon juice said they prefer bottles; only 17% wanted cans and the rest didn't care. But in Los Angeles only 25% like bottles and 29% want cans. In cities 52%, but in the country only 42%, want bottles; the respective preferences for cans were 14% and 24%.

Now ask the bottle fans what they like about them. For the whole

United States, the reason expressed most—40%—was that the contents taste best. In the South only 22% agree to that; southerners lay more stress than people elsewhere on the fact that you can recap a bottle—28% as compared with 22% for the whole country.

Wherever they live, two-thirds of those buying fresh citrus plan to do so. The persistent Department researchers pressed: Don't you sometimes change your mind? What makes you change it? It's price or the way the fruit looks that kills most sales—

with little geographical variation in percentages.

"Consumer Purchases of Fruits and Juices" is the title of two periodicals published by the Department. The first, a quarterly, covers regions and retail outlets. The second, a semi-annual, takes in family characteristics of shoppers. You can get both free by writing Department of Agriculture, Washington, D. C.

Much that you learn you'd more or less guess: Juices, both frozen and canned, sell best, per thousand capita, where incomes are highest, but differences are diminishing.

The recent "Fruits and Juices—Availability in Retail Food Stores, August, 1954," given free by the Department, shows how unevenly producers placed their merchandise in outlets. In New York City, only 61% of the stores carried frozen orange juice as compared with 83% in Chicago and 89% in Los Angeles. On the other hand, 18% of the New York stores handled frozen orangeade, compared with 8% in Chicago and 1% in Los Angeles. You'll find comparisons for all sorts of concentrates—lemon, pineapple, grape, etc.

Salesmen press retail grocers for display space: If sales are low, they insist that it's because they're not getting enough. In "Availability and Display of Frozen Foods in Retail Stores in Washington, D. C.," these assertions are tested. The 10 best sellers—such as orange juice—accounted for 58% of the frozen food volume on only 38% of the available space. Off-trail items produced less business per square inch than the main lines. The Department will put out more tabulations showing the same thing, thus creating a hurdle for producers of long margin, good will items.

Starch in Potatoes

As more people decided that they were too fat, they cut down on potatoes. This worried the Department, which checked "Potato Preferences among Household Consumers," given free by Bureau of Agricultural Economics, Department of Agriculture. Tabulations cover United States, North, South, Boston, Chicago, Los Angeles.

Wherever you go, the tables indicate, people think of potatoes as so much starch. Fewer than 20% associated them with vitamins; fewer than 10%, with iron or other minerals. This wasn't a matter of geography.

Why do women prefer one kind of potato to others? If they're from Los



WINSTON FILTER TIPS ARE TOPS WITH THIS TWIN'S DADDY!

Winston's winning friends fast in St. Paul! After only six months in the St. Paul "half" of the Twin Cities market, Winston's preference rating among men filter-tip smokers has leaped from zero to 31.3%, according to the new 1955 St. Paul Consumer Analysis Survey! How did Winston win 'em over? With a vigorous, hard-hitting advertising campaign in the St. Paul Dispatch-Pioneer Press . . . the one and only medium to saturate every single corner of this prosperous market.

Filter-Tip Cigarette Brand Preference in St. Paul

Brand	1955	1954
Winston	31.3%	..
Brand B	21.2
Brand C	16.4

You don't have to be in a smokey haze about where YOU stand with the 427,800 people in the St. Paul "half" of the Twin Cities market. Get the straight facts from the 1955 Consumer Analysis Survey . . . an exhaustive study of the brand preferences and buying habits of the people who spend more than \$554 million a year! For your copy, contact your Ridder-Johns representative, or write, using your company letterhead, to Consumer Analysis, Dept. D.

ST. PAUL
DISPATCH
A RIDDER NEWSPAPER
PIONEER PRESS

Representatives
RIDDER-JOHNS, INC.
New York—Chicago
Detroit
San Francisco
Los Angeles—St. Paul
Minneapolis

Angeles, one out of four mentions general utility—boil, bake or fry—as compared, surprisingly, with only 4% in Boston, 19% in Chicago. Yet fewer Bostonians say that they prefer one kind over others: 59%, as compared with 82% in Chicago, 73% in Los Angeles.

Another pamphlet, "Rice Preferences among Household Consumers," free from the Department, compares United States with Chicago. In Chicago, 63% noticed recipes on the package; the ratio for the whole country is 55%. Of those who noticed, wherever they live, a little more than half used them, found the ideas quite good.

Recruiting Rice Eaters

Rice lovers were asked what ought to be done to recruit customers. Distribute recipes, most said: 62% in Chicago, 49% everywhere. In Chicago, 35%, compared with 29% for United States, recommended advertising. Choice of media was pretty evenly distributed.

For years Department researchers have been trying to learn whether a customer buys a tangible product or such things as an illusion of wealth, the sense of being like, or perhaps different from, other people. According to findings published in 1951 in "Men's Preferences among Wool Suits, Coats, Jackets" (30 cents from Superintendent of Documents), men buy clothes to look "stylish," "like a businessman," "successful," so that advertising is accurately slanted. Along the West Coast, however 70%, as compared with 60% elsewhere, consider color a touchstone of style. You'll find more geographical variations on other touchstones.

Along the West Coast, again, there is more preliminary window shopping and somewhat less scrutiny of advertising. The pamphlet compares West, South, other states, U.S., on all sorts of things—wanting a vest, extra trousers, all-wool, hard finish—and why people want or don't want them.

If you're selling women's dresses, blouses, slips to the Philadelphia market, feature laundering qualities. That's what women in that city look for in comparison with durability, comfort, even fit. And it's most important for house dresses. This is based on a preliminary six-page report, "Women's Opinions of Fibers in Selected Items of Clothing," just printed and offered free by Agricultural Marketing Service, Department of Agriculture. A fuller report is being written.

Suppose that nothing mentioned

here or, for that matter, put out by the Department solves your questions so that you need new research. It's possible, but hard, to get it done.

First, write to Information Division, Department of Agriculture, about what you're interested in—comparing, say, color preferences for cotton draperies in Newark, N. J., and Reno, Nev. Ask (1) whether any work has been done, (2) for the names of officials who study such things, (3) for the names of the members of the Industry Advisory Committee the Department consults on this sort of thing.

Then write to the officials: "What do you have that would throw some light on this. . . ?" Start a correspondence in the course of which you'll get the names of more officials to correspond with. Research jobs must be approved by Industry Advisory Committees: There are such committees on cotton, potatoes, etc. Correspond as well with members. All this letter writing may stir up enough talk to get the question opened. Committee members, after all, are supposed to welcome suggestions from constituents.

The End

"We put our sales contest over in a big way . . . with air vacation prizes." Yes, sales really zoom when there's a luxury vacation by air waiting at the top of a sales quota! Salesmen give that special "extra" . . . and their wives back them up, too!

Everybody's planning a big sales drive in '55 . . . and you can be sure of hitting top targets when you run an Airventures sales contest.

Airventure Incentives are available in a large variety of durations and fares . . . flexible to fit any plan. Vacation spots include Hawaii, Alaska, the Orient, National Parks, Canadian Rockies, Dude Ranches, New York, Washington, D. C., Around the World.

Start your '55 sales push with an Airventures sales contest. For information, mail coupon or call nearest Northwest office or see your Travel Agent.

NORTHWEST *Orient* AIRLINES



Director of Passenger Sales
Northwest Orient Airlines
1885 University Avenue, St. Paul 1, Minn.
Please send me without obligation information about "Airventure Incentives."

Name _____
Company _____
Address _____
City _____ Zone _____ State _____

RM 41555

How Can We Get More Horsepower Out of Our Advertising Dollars?

Answer: We can do a much better job of gearing advertising into the process through which we manufacture sales. Study this analogy between a sales assembly line and a factory assembly line. It may alter your opinions about advertising, how it works and why it doesn't work better.

BY JOHN D. YECK
Yeck and Yeck

Every successful American business has two plants. One you can see; one you can't.

The plant you can see is the factory . . . the production plant. Production machinery is humming inside, doing a man's work faster, better and more efficiently than man could do it alone.

Machinery has made the worker's life easier and raised his pay.

The "plant" you can't see produces sales. It's just as real and important as the product-producing plant. It's full of "machinery," too. Machinery that helps the salesman exactly as production machinery helps the worker.

One big "machine tool" in this second plant is advertising. Advertising may not seem like machinery to you . . . but if you'll hang on to this an-

alogy for awhile, I believe it will help you use advertising more efficiently to solve business problems.

I've always been a little impatient with people who call advertising an "economic waste" . . . and with those who feel they must "defend" or "justify" it to the public by citing the entertainment or news that advertising pays for.

Both types make the public believe that advertising costs money. The fact is, it saves money . . . either for the advertiser, the public, or both. Usually both.

Sometimes advertising increases sales so much that it saves money in the production plant. But most advertising survives and grows for a very simple reason: It cuts our cost of *distribution* more than it adds to

the budget. If it didn't, we wouldn't have advertising.

Advertising cuts selling costs because it saves salesman's time.

Salesmen used to say, "There is no substitute for shoe leather"—no substitute for making personal calls. Well, there was "no substitute for rubber" either, until rubber became expensive and rare. Then synthetic rubber had to be invented. It turned out better, in some ways, than the real thing. The economic forces of supply and demand often determine whether or not there is a "substitute" available. And when salesman's shoe leather became expensive and rare, synthetic shoe leather had to be developed. *That's advertising.*

Practically all advertising is designed to take the place of, or be an assistant to, a personal salesman. One advertiser recently told me, "I only advertise because I have to. I ought to go see those people myself, but there isn't enough of me to go around." He couldn't hire salesmen to help him—too expensive: So he used "machinery."

Yes, advertising is like a machine: Most machines help men produce more materials in an hour. Advertising helps a salesman produce more sales in his hour by doing part of his work for him. It's really marketing machinery, designed to produce a sale cheaper than the man can do it alone. When advertising is used correctly, it doesn't cost money, instead it saves money. It makes money. Like machinery.

Of course, people don't call it machinery. They call it sales training, market research, sales promotion, but it's marketing *machinery* . . . just as real as production machinery. But not, unfortunately, as good.

Inventive brains have worked on production machinery for years. There are few waste motions in plant or transportation any more, and office machinery is following the trend. Machines multiply the value of man-hours, increase the real wages of the operator, all the way from raw material to store counter. But marketing machinery which gets prospects to *want* the product, to try the product, to buy the product—that's much less efficient.

Why? Many reasons. Charles F. Kettering hits on one when he says, "Selling is more difficult than produc-

About the Author:

John D. Yeck is a partner, with his brother Bill, in Yeck and Yeck (Advertising Agency and Sales Counsel), Dayton, O. The firm handles general advertising and counseling, primarily for manufacturers, emphasizing their advertising approach as "sales-centered."

Yeck's early training in sales promotion and direct mail taught him to judge advertising effectiveness in terms of its beneficial effect on a company's net profit. The feeling that top management often fails to appreciate that fact sparked this article.

Yeck has served as president of the Mail Advertising Service Association, International, as a member of the boards of the Advertising Federation of America and the Direct Mail Advertising Association.

He's been president of the Dayton Ad Club, and this year was named the club's first "Advertising Man of the Year." Yeck is active in Dayton welfare and civic groups and is currently chairman of the Dayton Council on World Affairs, recent recipient of a \$1,000 national award for the best such adult education program in the country. He's also a member of the Dayton Sales Executive Club.



GREAT DISCOVERIES THAT *REALLY* PAID OFF!



The tedious scraping, stewing and straining of foods for her own baby prompted Mrs. Dan Gerber to suggest that the work could be done to better advantage at Grandfather Gerber's canning plant.

Research proved Mrs. Gerber was right and a husky infant industry was born in 1928.

Does the "crib-and-bib-set" among Small-Town GRIT Families go for prepared baby foods? 33.2% to 20.1% over their city cousins!

GRIT Families are an unusually fine market for all food products. Compared with average U. S. families, they're 20% larger . . . have 56.3% more children under 14 years of age . . . and contain 69.8% more babies less than five years old.

Ring that up on your cash register and you will soon join the many nationally-famous firms which have discovered that advertising in GRIT pays off.

Another Case History Where GRIT Paid Off!

Gerber Baby Foods, advertised in GRIT, are preferred by 56.3% of Small-Town GRIT Families . . . by more than three times as many as the runner-up non-GRIT-advertised brand!

GRIT PUBLISHING COMPANY

WILLIAMSPORT, PA.

Represented by Sclaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia and by Doyle & Hawley in Los Angeles and San Francisco.

THE OREGONIAN...



REACHES MORE WOMEN!

...with circulation leadership

Oregonian	10,281	City Carrier Lead
Daily Lead	7,001	ABC City Zone Lead
Over 2nd Paper	3,544	Retail Trading Zone Lead
	40,848	Total Circulation Lead

...with advertising leadership

Oregonian	2,613,570 lines	Retail Advertising Lead
Leadership	1,219,097 lines	General Advertising Lead
Over 2nd Paper	3,316,115 lines	Classified Advertising Lead
Year: 1954	7,148,782 lines	Total Advertising Lead

THE Oregonian

PORTLAND 1, OREGON

Largest Circulation in the Pacific Northwest
236,289 Daily • 294,216 Sunday

*Sources: ABC Publishers' statements for 6 mos. ending September 30, 1954;
Media Records total advertising, less AW, TW and Comics, 1954.

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

tion, because the minds of people change between morning and afternoon, and pieces of metal don't."

People's minds are intangible. So is marketing machinery. It's hard to blueprint. You can't patent it, or get royalties. So it doesn't attract inventors the way production machinery does. This "machine age" is still young.

But the worst fault of all is this: The marketing machinery of most manufacturers is *badly organized*. "Scientific management" men have concentrated on production. Few companies completely organize their attack on the market. They *do* use "machinery" ... often elaborate and expensive — glamorous packaging, flashy national advertising. But lots of times it *isn't really part of their selling strategy*. It actually tells a different story from what their salesmen tell. It's done only because someone vaguely believes that "it pays to advertise." In other cases the advertising program is nowhere near complete.

It's like a production floor with one or two big machines and nothing in between, a floor without a production line. Often their advertising "machinery" leads to dead ends ... "produces" interest in people who can't use the product, desire in those who can't afford it. Or it fails to encourage inquiries. Sometimes there's no "machinery" set up to convert advertising inquiries into sales, to keep in touch with present customers, or with wholesalers, retailers and their salesmen. Sometimes the manufacturer's salesmen are actually working at cross purposes with the advertising that's supposed to help them.

Marketing Machinery

Trouble is, unless we think of sales promotion and advertising as *continuous marketing machinery*, we don't notice those missing links.

The fact is, a real "missing link" in a manufacturer's *production line* is rare; if one occurs, it's noticed immediately. Tangible pieces of material pile up. It's corrected right away. Why, if half-finished products lay around on the factory floor the way half-sold prospects lie around the market, management would raise the roof. But almost all manufacturers have *sales machinery lines* which are full of holes.

Many of those holes can be filled by intelligent over-all planning that treats distribution as one big problem and builds a "plant" to solve it. And that *must* be done if sales costs are to be cut.

Machinery is replacing manpower

SALES MANAGEMENT

wherever it can *because the man-hour costs more and more.*

A man with a well-oiled machine—a simple production machine or a bit of sales training, market research or advertising—is more efficient than the man without one. He produces more per hour. Soon he earns more. As his pay goes up, management looks around for machinery to cut down the expensive man-hours. Then production and earnings go up another notch.

It's a circle that isn't vicious because it *raises* man's standard of living.

That's why advertising, *used as machinery*, will cut your costs. It gets more sold in the same time. The salesman makes more, in real wages, because of it, and so does everyone in business.

I don't know the exact cost of putting a typical industrial salesman in front of a real prospect to talk about his product. It depends on (1) his hourly rate; (2) cost of overhead, direction, supervision, and support given him; (3) how much of his time is spent face to face with prospects—good, mediocre or poor.

Prospect-Hour Cost

A \$3-per-hour salesman (\$120 per week) with only an *equal* amount of overhead, etc., has a base rate of \$6 per hour. Donald Laird, in "Practical Sales Psychology," says the average salesman spends only 15% of his time talking to prospects, actually selling. If we're generous, and use 20%, then every prospect-hour costs \$30, or 50¢ per minute. And that's *low*, not high.

If the salesman sells every prospect in two minutes, each sale costs \$1. If he takes 10 minutes (\$5) on four prospects before making one sale, that sale costs \$20. If he spends five hours talking to good, medium and poor prospects before he finally makes a sale, someone has to pay \$150 for that sale. BUT, if he knows which prospects are hot, skips the poor ones and sees twice as many hot ones in the same time, sales cost has been cut \$75.

If \$25 worth of marketing machinery (advertising) gets him in front of hotter prospects, then \$25 saves \$75. Thus you've cut the cost of selling by \$50 per sale.

You begin to help your salesman the minute you imagine a taxi meter on his hat, with the flag down whenever he's in front of a prospect—good, bad, or medium—ticking off four bits or more every minute he stands there. Once you see that taxi meter, you want desperately to get your salesman in front of good prospects. You be-

NO MORE DRIVING FATIGUE... NO MORE TENSION...



now that Jones goes Greyhound!



The salesman who uses Greyhound arrives relaxed... ready to sell!

There are lots of men like Jones in nearly every sales organization... salesmen who've found Greyhound travel uniquely suited to cover small towns and industrial centers.

Relaxed on a comfortable Greyhound coach, a man is relieved of driving tension... parking problems... and traveling *this* way he has ample time to line up calls. Combining convenience, comfort and coverage, Greyhound is a smart bet for your sales people. Reduces company overhead, too!

P.S.—A large network of schedules are now served by Greyhound's newest luxury Air Suspension coaches—"the smoothest ride in the world."

GREYHOUND®



Learn HOW to Merchandise
More Profitably with Premiums

ATTEND NPBE

April 18-19-20-21 1955
NAVY PIER-CHICAGO



...the hub of the premium industry

PREMIUM BUYERS and prospective users cannot afford to miss this greatest showing of premium merchandise by the industry's leading suppliers.

FOR ADVANCE CREDENTIALS, write today on your company letterhead to:

A. B. COFFMAN ASSOCIATES, MANAGERS
111 W. Jackson Blvd. • Chicago 4, Ill.

THINGS
CAN
ALWAYS
BE
BETTER!



Banging your head against a wall won't solve sales problems.

Hile-Damroth can help solve your problems with visual communication (films, flipovers, booklets, etc.) depending on the goal you want to reach. No matter what your objective — we will take the complete job off your hands. Our service covers every phase from field research through final production. Our clients are in heavy industry, producers of consumer products, publications, service organizations and the government.

I'd like to see some of your ideas — no obligation.

Name _____

Company _____

Address _____ City _____



HILE-DAMROTH, INC.

270 Park Ave., New York City

Programs • Plans • Visual Methods for
Sales Presentations, Training and Merchandising

gin to see what wasted time can do to profits.

Pitney-Bowes, Inc., the firm that manufactures postage meters, knows how to use marketing machinery. Almost every business is a prospect for Pitney-Bowes and I'm sure there was a time when P-B salesmen walked down the street, knocking on every door in an effort to sell postage meters, and made enough sales per 100 calls to pay for their time. But those days are gone. The salesman's rate per hour is just too high to depend entirely on shoe leather. So Pitney-Bowes has tried to raise the number of sales per 100 calls and make the salesman's hour produce more by steering the salesmen toward *qualified prospects*. I imagine P-B started doing that with national advertising, got inquiries, then assigned a salesman to call. But you know what happens to inquiries if they aren't valuable enough to a salesman? Wastebasket. The salesman in the field, without any fancy economic theories to guide him, decides when inquiries aren't worth following up. When they don't pay for his time in sales per 100 calls, he stops.

"No follow-up" probably caused Pitney-Bowes to qualify prospects even more; the pattern now is something like this: The firm advertises nationally to find people who have problems P-B office machinery can solve. It gives those people booklets which tell how to solve those prob-

lems, usually through some use of a Pitney-Bowes machine. Because even that list doesn't produce enough sales per 100 calls, P-B goes after these semi-qualified prospects by direct mail. When these prospects show more interest, it moves them up another notch into a "hot prospect" group. Finally, when the prospect agrees, via reply card, that he is ready for a salesman, P-B sends the inquiry to the salesman who then makes a profitable number of sales per 100 calls. *He gets top value out of his time because marketing machinery has qualified his prospects for him.* Life insurance salesmen have met and solved this problem in the same way. They use marketing machinery, usually magazines or direct mail, as a method of getting people to qualify themselves; then they make the call.

Old-fashioned sales managers used to say: "Good salesmen only start selling on the 26th 'no.'"

You can see how out-of-date that is today. The first 25 "no's" are too expensive time-wise. They take all the profit out of the sale. Today's star salesmen follow the advice of Lloyd Douglas' father: "Try, try again? No, try the *second* time maybe, but after that let some other darn fool try."

When you're convinced that you, too, need assembly-line marketing machinery, take one more vow: Don't copy others. Start with the blueprints and build your own, to fit *your* busi-



"Do you have to prove that spring is here?"



You can get more mileage from your man power

You can't drive a salesman like a motor car. But the right pressures, applied in the right way, can rapidly accelerate sales effort. Knowing how, when and where to apply that pressure is our specialized business.

In 33 years, we've learned . . .

Routine family needs generate routine sales effort, while glamorous travel and merchandise prizes spark unprecedented excitement.

Stimulated by colorful home mailings, wives become unpaid "sales managers" who prod their men to greater effort.

When prizes are put within their reach, "average" salesmen will set new records, learn new techniques, gain lasting self-confidence.

Busy sales executives are too busy to apply every tested motivation in a "one-shot" campaign . . . they need professional counsel and help.

C-M campaigns succeed . . .

"The jobber-salesman contest produced some rather astounding results," one manufacturer states. "Sales during this period increased approximately 130%. We are looking forward to repeating the formula."

"We have used your merchandise prize service for a number of years with gratifying results. The travel service has more than lived up to your claims . . . such personalized touches make an outstanding trip," reports an insurance company.

"Our contest was so successful," writes a wholesaler, "that we plan to use this media as a permanent part of our operation."

How does it work? . . .

Simple! Tell us what you want to do, how much you want to spend for each unit of extra sales. We submit a com-

prehensive plan: supply prize catalogs with 1,450 nationally-known items; arrange all travel award details; prepare mailings and sales meeting material. You okay the campaign; pay for prizes after they are won. Service and creative work is free; merchandise is billed at wholesale, travel at carrier-resort rates, printing production at cost.

If that sounds like a money-making proposition for your firm, why not act now!



Send for free facts . . .

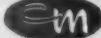
Every executive who wants to get more out of his men can profit by reading "The Incentive Story". It tells how to stimulate extra work and enthusiasm, describes record-setting campaigns. Write on your letterhead to CAPPEL, MACDONALD AND COMPANY, DEPT. D-4, DAYTON 1, OHIO.

Americans are Travel Hungry


You can't find better work-bait than Bermuda, Hawaii, Southern California, Paris. You can't find better transportation than giant Clippers® or Mainliners® . . . fast and flexible enough to take any group anywhere any time. You can't find smoother, more care-free arrangements than those made by the world-wide representatives of Cappel, MacDonald, using the facilities of



CAPPEL, MACDONALD AND COMPANY

Dayton, Ohio  Offices in all principal cities and Canada

MERCHANDISE INCENTIVES • PREMIUMS • TRAVEL INCENTIVES


PAN AMERICAN WORLD AIRWAYS


UNITED AIR LINES

ness, to solve *your* problems.

First of all, remember your machinery is working, not on wood or steel, but on the human mind . . . a complicated thing. To succeed, you must *change minds*.

So do this: Start your advertising plans by analyzing the *human problem* involved . . . *not the advertising medium*.

Here's what Philip Pillsbury of Pillsbury Mills says, in effect: "Once you start with the problem of how to make the sale, you find you form new concepts and attitudes toward the role of advertising. You begin to give it the same kind of importance you give to breathing."

As you look for those problems, remember they are always *human* problems. No matter how big the corporations, people still sell to people.

Once you have the problem, find the right solution. You may not find it right away. Sometimes you can do this by thinking . . . sometimes by what Aesop Glim calls "the hat trick" (put on your hat and visit the people whose minds you want to change). Sometimes it takes research; sometimes a period of trial and error. *But don't spend big money on advertising until you know what you hope to do.*

Since your problem is always a human problem, keep your solution human. Write down on paper the *minds* you need to change and arguments which will probably change them. Know exactly what people you are visiting and why. Next, blueprint your machinery. Plan it, completely.

To quote Charles Kettering again: "The only difference between practice and theory is that in practice you can't leave anything out."

So plan your program to solve your problem, completely. Know how you want to affect human minds, and exactly which minds. I can't tell you what words will change the minds of

This article is for you . . .

If you think advertising is an economic waste.

If you've ever said, "We advertise only because our competitors advertise."

If you have difficulty selling your board of directors on adequate advertising appropriations.

If you're behind the 8-ball on steadily mounting sales costs.

If you ever wonder whether your advertising copy has a practical approach.

your prospects but I can tell you:

Outside of the few sales made because of obligation or legal requirements, there are only two reasons why people buy from you:

1. They *think* your product or service will do more for them than the money they give you for it; that the *value* outweighs the *price*.

2. They *like* to do business with you—either because they trust you, admire you, or just plain like you. Benjamin Franklin said: "Often we buy not so much for the proposition as because we like the seller." It's still true.

Some sales are made entirely because of reason No. 1. You say, "I wouldn't buy from that guy if I could avoid it, but he runs the only place in town that sells what I want." Other sales—gasoline and oil, probably—are almost entirely the result of reason No. 2. You figure most brands are about the same, so you go to the station you like or trust.

Most purchases are a combination of the two: You like the seller *and* value outweighs price in your mind.

Sales executives can and should be quite content to let the advertising practitioners worry about copy problems. Your concern is that the approach be right. But when you come to pass on the copy that is produced, you can test it in this simple way:

Imagine yourself in the shoes of your prospect; seriously. Ask your imagined-self these simple questions:

1. "What's in it for me?" This is a question every prospect *always* asks. It isn't necessarily selfish. He may be interested in crippled children and give generously, with no thought of personal return, if you show him how to help crippled children. Does your advertising state, clearly, how you will answer his *wants*? Prospects want *facts*.

2. "Is it worth the money?" Does your advertising persuade him, logically, that it is? Value is in the mind. It isn't enough to give good value; your prospects must think it's good value. Prospects need *conviction*.

3. "What kind of a guy is this advertiser?" Is your advertising friendly, likable, human? Does it create trust, admiration, respect? Prospects want emotional satisfaction.

Finally, when the time comes for evaluation of advertising results, don't emphasize readership or cost-per-impression, or the prizes your campaign may have won, though all of these may be important. Look at the effectiveness of your advertising in solving the human problem you faced at the beginning. If it's doing that job well, then it's good advertising and, properly coordinated with other sales functions, it is sure to contribute to *lower marketing costs*. It will *save* money . . . either for your company, your customers, or both. It will help you do your job better. **The End**

to sell the
Kansas farmer

buy
the

Kansas Farmer

PUBLISHED BY CAPPER PUBLICATIONS, LARGEST AGRICULTURAL PRESS IN THE WORLD
Sales Offices: New York, Cleveland, Chicago, Iopeka, Los Angeles and San Francisco





In Chicago, it takes 2— for the spring pickup

No single daily newspaper reaches even half your Chicago-area prospects. It takes Two. For greatest unduplicated coverage, one must be the ...



CHICAGO SUN-TIMES

211 W. Wacker Drive, Chicago • 250 Park Avenue, N. Y.

READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

REPRESENTED BY: SAWYER-FERGUSON-WALKER CO., LOS ANGELES, SAN FRANCISCO, PHILADELPHIA, DETROIT, ATLANTA • HAL WINTER CO., MIAMI BEACH

APRIL 15, 1955

103



STORE MANAGERS are practically in business for themselves. Time between customers is used to prepare mail orders, check inventories.



NOTHING FANCY about the stores. All start small; expand as demand justifies.

Behind Tandy's Tripled Sales: Cost-Controlled Retail Stores

This maker of leathercraft for hobbyists is expanding under an unusual plan: Store managers are co-owners of outlets, share profits with the company. All stores benefit from management guidance and promotional services.

An interview by Mary K. Pirie with
CHARLES TANDY
Vice-President, Sales, Tandy Leather Co.

In 1949 the Tandy Leather Co., Ft. Worth, pondered a marketing problem.

Tandy's thrift-priced leathercraft for hobbyists was selling by mail in all 48 states and Canada, and in Tandy's Ft. Worth retail store. But what about the unestimated number of potential users throughout the country? Retail expansion seemed logical. Would high costs eat up profits?

That question Tandy answered by opening new retail stores—56 since August 1950. All have shown a healthy profit.

The Tandy expansion formula was worked out by the company's founder and president, Dave L. Tandy, and his son Charles, who is vice-president in charge of sales. Basic factors of the formula:

1. Each store is a separate, inde-

pendently operated unit, but the home office provides such services as accounting, advertising, and pretesting merchandise for salability at a small percentage of the store's gross sales.

2. Each retail store manager, carefully trained in Tandy's merchandising methods, is practically in business for himself. He works for a small salary (governed largely by local conditions), plus 10% of his store's gross profits before taxes. He is encouraged, though not required, to become a stockholder and co-owner in his store, buying up to 25% of the stock and thus sharing in net profits.

3. Each new store is financed by a small, separate company. The two Tandys usually subscribe 10% to 25% of its stock, give employees a chance to buy the rest. No individual may own more than 25% in any one store, though he may buy that much

stock in several different stores. Any Tandy employee of one year's standing may buy stock, but only store managers get the profit-sharing bonus. An ambitious employee, however, has a good chance of becoming a store manager as Tandy opens new retail outlets.

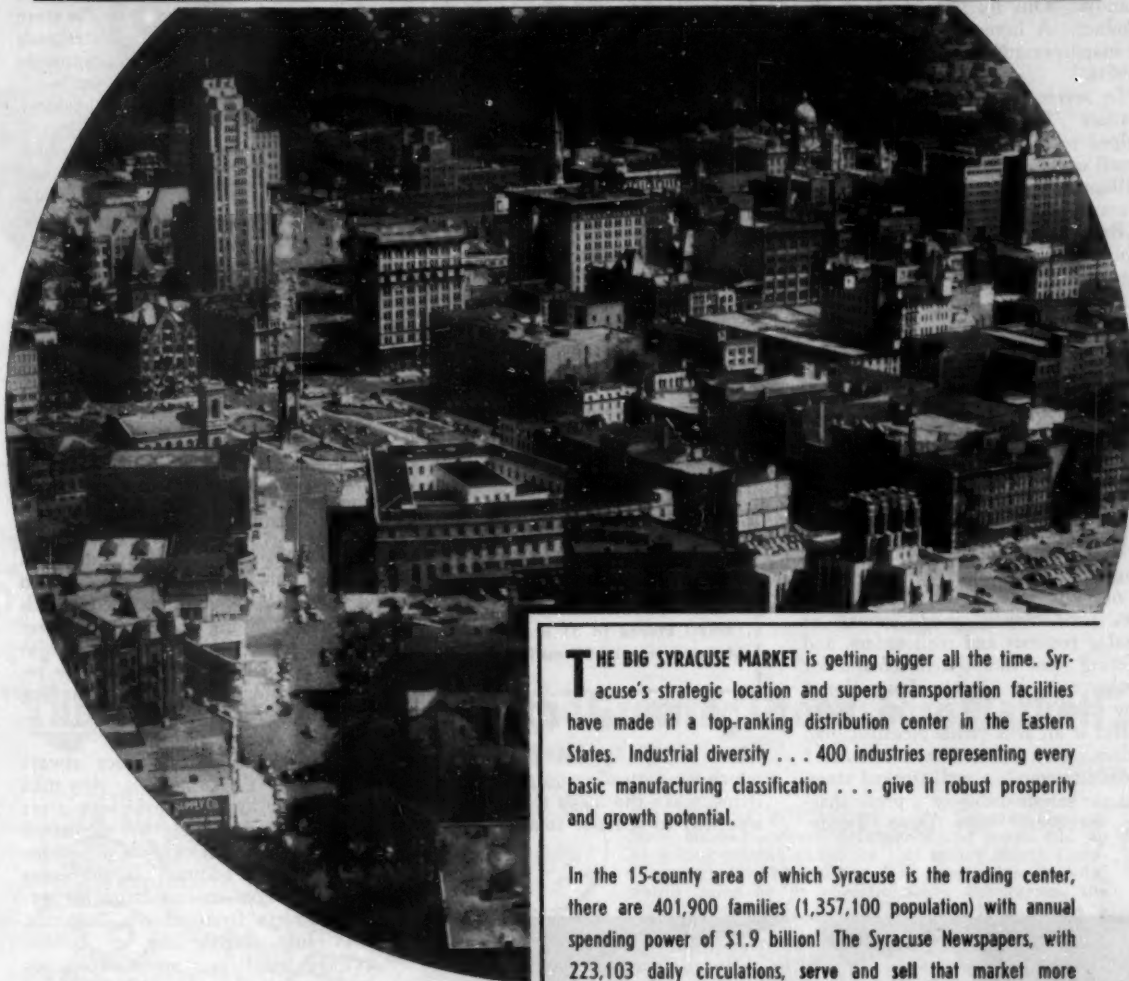
Says Dave Tandy: "Profit-sharing and co-owning cut retail costs in several ways. For example, the store manager's compensation comes largely from profits he has helped to produce. The manager holds expense to a minimum. He doesn't add a salesperson unless sales make it absolutely necessary. No traveling supervisors are required. The manager efficiently supervises himself and anyone he employs. We give him any counsel he needs by mail."

Tandy retail stores start small, expand as sales justify. About 2,000 square feet of floor space is the standard, 1,500 square feet permissible. The manager chooses the location near, but not on, high-rent "Main Street," and signs a lease; rent is paid by the home office and charged against his cost of operation.

First personnel may be one man or woman, or a husband-and-wife team. After a store has been in operation for eight months or more, average staff is three, including the manager.

Since a retail store carries material, tools and patterns but no finished leathercraft products, inexpensive dis-

be Sure to **SELL SYRACUSE**

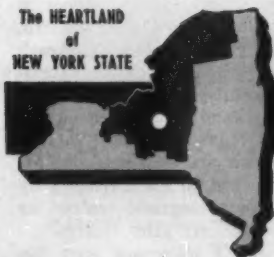


THE BIG SYRACUSE MARKET is getting bigger all the time. Syracuse's strategic location and superb transportation facilities have made it a top-ranking distribution center in the Eastern States. Industrial diversity . . . 400 industries representing every basic manufacturing classification . . . give it robust prosperity and growth potential.

In the 15-county area of which Syracuse is the trading center, there are 401,900 families (1,357,100 population) with annual spending power of \$1.9 billion! The Syracuse Newspapers, with 223,103 daily circulations, serve and sell that market more completely, more economically, than any other combination of media can do!

Remember! . . . You can be sure of selling this No. 1 Test Market of the Middle Atlantic States* only one way . . . because only Syracuse Newspapers cover it completely.

The HEARTLAND
of
NEW YORK STATE



*Sales Management's Test Market Survey

Represented Nationally by
MOLONEY, REGAN & SCHMITT

the SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

★ **THE POST-STANDARD**
Morning & Sunday

CIRCULATION: Combined Daily 223,103 Sunday Herald-American 221,954 Sunday Post-Standard 101,254

APRIL 15, 1955

105

play fixtures may be used. They are shipped from Ft. Worth and invoiced to the new store at cost, as are essential furniture and office equipment. "We supply no plush carpets or carved walnut desks," says Charles Tandy. "Our leathercraft is a price product. A luxurious setting would be inappropriate—besides cutting into profits."

In seven years of leathercraft operation, Tandy's low prices have helped to build over-all sales volume (mail order and retail) to around \$6 million annually. Retail stores each average about \$50,000 a year.

Backbone of all Tandy sales promotion is the 9" x 11" mail-order catalog of about 70 pages. Line engravings on pulp paper, and the use of color on the cover only, keep catalog costs to about nine cents per copy. Dave Tandy says: "Glazed paper, half-tone cuts and an imposing cover would suggest luxury merchandise. Our inexpensive catalog is in keeping with our low prices." Prepared by the William E. Jary Co., advertising agency, Ft. Worth, it is offered free in classified and small black-and-white advertisements in nearly 100 hobby magazines. It is mailed twice a year to nearly a half million persons. An area producing a good volume of catalog requests and mail orders, and offering some established demand for leathercraft, is always chosen for a new store.

But if an area yields plentiful mail orders, why open a retail outlet? "Nothing equals a well-stocked store, and the salesmanship of a profit-sharing manager," says Dave Tandy.

The Tandy Story

Tandy Leather Co., Ft. Worth, changed its operations to meet changing business conditions—and hit the jack pot.

Founded in 1919 by Dave L. Tandy, it originally supplied "shoe findings" to shoe repair shops and fine bootmakers. By 1947 this type of business was on the downgrade. Dave heartily agreed with his son Charles, a Harvard School of Business Administration graduate and during World War II a Navy lieutenant-commander in charge of cost control, that costs were eating up profits.

The Tandy's had a small, profitable sideline: selling leather direct to hobbyists. They decided to drop shoe findings, concentrate on leathercraft.

In 1951, through a mail-order catalog and 15 Tandy retail stores, the company sold about \$2 million worth of leathercraft. In 1954, via the catalog and 57 small stores in 31 states, sales totaled nearly \$6 million.

"And today's parcel post charges, which we pay except on a few heavier items, make the mails a fairly expensive way to sell our small-margin-of-

profit merchandise. Our retail stores cut distribution costs."

On the inside front cover of the catalog under a boldface heading, "Nationwide—a Tandy Store Near You," is a list of all retail stores and the suggestion, "Order from the store near you." All Tandy letterheads carry the slogan, "Stores nationwide—look for the store near you."

Eighty percent of store business, heavily influenced by the catalog, is over-the-counter. Customers first pick out items in the catalog, then buy them at a store—adding other purchases as they look around. Those who are unable to visit a store, can cut parcel post charges by sending orders there instead of to Ft. Worth.

Though most transactions are cash, stores are instructed to put customer names and addresses on every sales slip. A copy of each slip is sent to the Ft. Worth office, and names entered on an IBM mail-order list for catalogs.

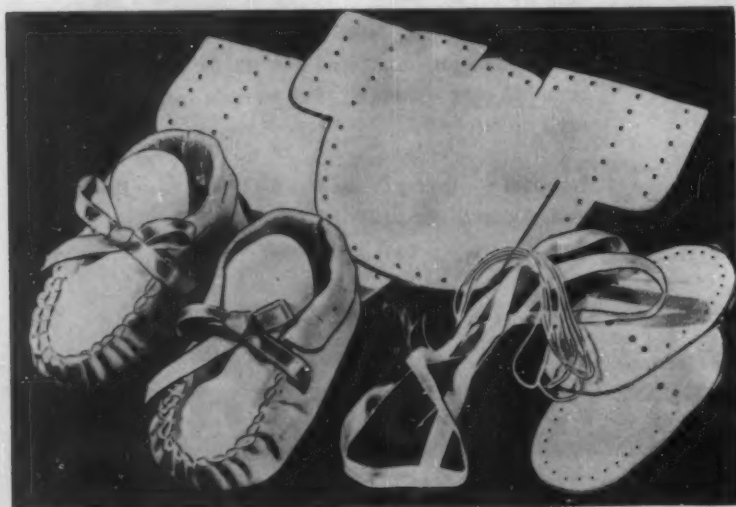
When a prospect writes Ft. Worth for a catalog, he receives it promptly—plus a personal letter signed by Charles Tandy and mailed first-class. Follow-ups are two "flyer" mailings and a second seasonal catalog. If no orders result, the prospect's name is dropped from the list. If the prospect does order, a card is set up for him in Tandy's IBM system and he receives regular mailings. Each mailing reminds him, "Stores nationwide—look for the store near you."

Over-all sales in an area always increase after a store opens. Any mail orders lost by the Ft. Worth plant are more than offset by the retail store's counter sales and shipments. Sometimes, in addition, an aggressive store manager obtains large leathercraft orders from schools, hospitals, 4-H clubs, and the like.

"Our small unit profit allows our customer to make a much larger one," says Charles Tandy. "For example, our Baby-Mok [shoe] set for infants, can be sold at \$1.25 or \$1.50. His profit, 75 cents or \$1 per pair; for us, less than 10 cents. But our factory cuts 1,200 to 1,500 pairs a day."

Low unit profit makes quick turnover imperative. Tandy stocks retail stores with every catalog item, each a pretested seller. The manager is given a monthly inventory control sheet showing expected sale of each item. From this, and from his experience with local customer reaction to Tandy merchandise, he determines quantities to requisition monthly from the Ft. Worth plant. The home office keeps an eye on his inventory by checking orders against sales, as shown by duplicate sales tickets.

If the store's inventory goes too

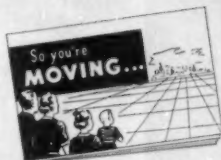


FAST SELLER among Tandy items is this packet of "makin'gs" for baby shoes ("Baby-Mok"). It costs hobbyist 50 cents. Finished shoes bring up to \$1.50.

If you're **MOVING** this man
give him a "Wife-Approved" move!



Write for this helpful
moving booklet
today. Dept. SM45



NORTH AMERICAN VAN LINES, Inc. General Offices—Fort Wayne 1, Ind.
North American Van Lines, Canada, Ltd. Toronto, Canada

The LEADER in LONG-DISTANCE MOVING . . .
More Agents in More Cities than Any Other Van Line
Movers of Household Goods, Office Equipment, Trade-Show Displays



Your transferee will do a better job for you if his wife's precious possessions arrive at the new home safely and on time. That's why so many leading firms are specifying "Wife-Approved" moves by North American Van Lines. Expert packing in sturdy, new cartons and experienced handling of furniture and appliances by NAVL's company-trained technicians will spell "SATISFACTION" for both you and your transferred family.

For prompt service, always call your local North American agent. Look for his oval trade-mark in the Yellow Pages of your telephone directory.

"This is the kind we make for the Growing Greensboro Market!"



Now available . . . 88-page market brochure
"Complete Ranking of 233 Metropolitan
County Areas in 13 Sales Classifications by
Dollar Volume." For your free copy, direct
request on company letterhead to Advertising
Research Department, Greensboro News
and Record, Greensboro, North Carolina.

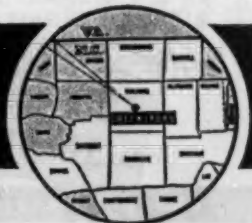
THERE'S NO SOFT SOAP in the Growing Greensboro Market—where detergents and soaps add up to a king-sizable chunk of this major North Carolina market's \$133-million food store sales. In total retail sales or in specific store categories, the Greensboro ABC Retail Trading Area forms a market where you hit pay-dirt every time! . . . If you'd like to sell merchandise in an area where 1/6 of the people in the South's most populous state buy 1/5 of the state's retail goods, the Growing Greensboro Market is right up your alley . . . Biggest and best salesman in this leading Carolina market is the 100,000 daily circulation of the GREENSBORO NEWS AND RECORD . . .

*Only medium with dominant coverage in the
Growing Greensboro Market, and with selling
influence in over half of North Carolina*

Sales Management Figures

**Greensboro
News and Record**

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



high, the manager is requested to reduce stocks perhaps \$1,000 within 30 days. If he fails to do this, the home office holds up his orders until his inventory reaches a satisfactory level.

The manager sends in his gross cash proceeds daily. The home office pays his bills for rent and wages and mails him a salary check and financial statement each month. He receives his profit-sharing bonus at the end of the year.

The store sells its charge accounts

to the Texas Acceptance Co., a Ft. Worth subsidiary of Tandy. Only credit extended by the retail stores is to large institutions where business cannot be obtained on a cash basis.

Retail stores have no delivery service, though a manager may personally deliver a large order in the interests of Tandy sales promotion.

The Tandys point to their virtual elimination of poor retail salesmanship as "probably their biggest saving." Says Dave: "Many prospective customers go away without buying in

the average retail store because a salesperson lacks product information or shows no enthusiasm. This is a hidden but real cost of distribution."

Charles Tandy adds, "We use the profit-sharing, co-owner plan because we want every ounce of our store manager's working energy. He's not permitted to run any other business 'on the side.' If he wants to work 24 hours a day he can do that with Tandy making good money for himself and for us. After store hours he can go out and talk leathercraft to public school teachers and hospital executives."

For store managers requesting it, Tandy supplies at cost a film demonstrating basic procedures of leathercraft, and a projector. Managers stage showings for groups preparing to teach leathercraft. A "trailer" talks about Tandy merchandise, offers the catalog. Group chairmen mention the nearest Tandy store, managers hand out catalogs. The film helps to promote leathercraft but, says the Tandys, "Anyone can learn from the paper patterns and instruction books."

Store managers' training is intensive, informal.

Some trainees are young college men (business administration majors preferred). Some are middle-aged or older men. Husband-and-wife teams are considered ideal for the retail store operation.

The Training Course

The comprehensive "course" begins at the Ft. Worth plant. The trainee works for awhile in the shipping department, learns the ins and outs of mailing and shipping procedures. He fills requisitions from store managers—learns from their ordering mistakes what not to do. In the receiving room he handles leathers, learning their different grades and purposes.

"If a trainee balks at any of this work, he's not for us," remarks Dave Tandy. "In a small retail store the manager may even have to sweep out."


The trainee also waits on customers first in the Ft. Worth store under supervision, later in an out-of-town Tandy store.

Trainees are paid while learning, but there's no attempt to compete with wage scales of nearby aircraft factories. The Tandys tell trainees that they are preparing for a lifetime occupation in which they'll "pay" themselves in proportion to effort and ability. Average earnings of store managers in business for two years are about \$7,500 a year.

The End


WORCESTER'S

Steady Growth Is YOUR Gain




POPULATION

YEAR	WORCESTER COUNTY	% of Increase Since 1930
1954	574,100	+16.9
1950	546,401	+11.2
1940	504,470	+2.7
1930	491,242	



RETAIL SALES


YEAR	RETAIL SALES	% of Increase Since 1930
1954	508,509,000	+202.6
1950	541,417,000	+169.2
1940	208,698,000	+3.8
1930	202,122,000	



CIRCULATION

YEAR	COMBINED DAILY	% of Increase Since 1930	SUNDAY TELEGRAM	% of Increase Since 1930
1954	156,818	+48.1	104,429	+96.3
1950	151,770	+43.3	103,434	+94.4
1940	125,982	+19.0	66,760	+25.5
1930	105,876		53,195	

SOURCES
 Population: 1954 Sales Management Survey of Buying Power 1950, 1940, 1930 U.S. Census
 Retail Sales: 1954, 1953, 1950, 1940 Sales Management Survey of Buying Power 1930 — 15th U. S. Census
 Circulation: Average Net Paid Circulation for 1954 ABC Audits — December 31, 1950, 1940, 1930



WORCESTER, MASSACHUSETTS
George F. Booth, Publisher
MOLONEY, REGAN & SCHMITT, Inc.
 National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM

CARD 1 PLANTS 1947
NUMBER OF INDUSTRIAL PLANTS—BY CLASSIFICATIONS

FOOD AND KINDRED PRODUCTS	TOBACCO PRODUCTS	TEXTILE MILL PRODUCTS	APPAREL PRODUCTS	LUMBER EXCEPT FURNITURE	FURNITURE AND FIXTURES	PAPER AND ALLIED PRODUCTS	PRINTING AND PUBLISHING	CHEMICAL PRODUCTS	PETROLEUM AND COAL PRODUCTS	COUNTRY (Alphabetical)
1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100	101-110

CARD 2 PLANTS 1947
NUMBER OF INDUSTRIAL PLANTS—BY CLASSIFICATIONS

FOOD PRODUCTS	TOBACCO PRODUCTS	TEXTILE AND LEATHER PRODUCTS	STONE, CLAY AND GLASS PRODUCTS	FERROUS METALS	FABRICATED METALS	MACHINERY EXCEPT ELECTRICAL	ELECTRICAL MACHINERY	TRANSPORTATION	INSTRUMENTS	COUNTRY (Alphabetical)
1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100	101-110

CARD 1 POPULATION AND INCOME

STATE	COUNTY	CITY	DESCRIPTION	POPULATION		BUYING INCOME	
				TOTAL	% OF U.S.A.	NET DOLLARS	% OF U.S.A.
1-50	51-100	101-150	151-200	201-250	251-300	301-350	351-400

CARD 2 RETAIL SALES BREAKDOWN

STATE	COUNTY	CITY	DESCRIPTION	RETAIL SALES															
				TOTAL	% OF U.S.A.	PER FAMILY	FOOD STORES	GENERAL MERCHANDISE	FURNITURE HOME FURN. RADIO	AUTOMOTIVE	DRUG STORES	BUYING POWER % OF U.S.A. POPULATION	PER CAPITA						
1-50	51-100	101-150	151-200	201-250	251-300	301-350	351-400	401-450	451-500	501-550	551-600	601-650	651-700	701-750	751-800	801-850	851-900	901-950	951-1000

CARD 3 POPULATION, INCOME AND SALES

STATE	COUNTY	CITY	DESCRIPTION	POPULATION		INCOME	RETAIL SALES												
				TOTAL	PER FAMILY		TOTAL	PER FAMILY											
1-50	51-100	101-150	151-200	201-250	251-300	301-350	351-400	401-450	451-500	501-550	551-600	601-650	651-700	701-750	751-800	801-850	851-900	901-950	951-1000

CARD 4 INCOME DISTRIBUTION

NUMBER OF SPENDING UNITS		NET EFFECTIVE BUYING INCOME (AND 000)	
0-5,000	5,000-10,000	0-5,000	5,000-10,000
1-10	11-20	21-30	31-40
41-50	51-60	61-70	71-80
81-90	91-100	101-110	111-120
121-130	131-140	141-150	151-160
161-170	171-180	181-190	191-200
201-210	211-220	221-230	231-240
241-250	251-260	261-270	271-280
281-290	291-300	301-310	311-320
321-330	331-340	341-350	351-360
361-370	371-380	381-390	391-400
401-410	411-420	421-430	431-440
441-450	451-460	461-470	471-480
481-490	491-500	501-510	511-520
521-530	531-540	541-550	551-560
561-570	571-580	581-590	591-600
601-610	611-620	621-630	631-640
641-650	651-660	661-670	671-680
681-690	691-700	701-710	711-720
721-730	731-740	741-750	751-760
761-770	771-780	781-790	791-800
801-810	811-820	821-830	831-840
841-850	851-860	861-870	871-880
881-890	891-900	901-910	911-920
921-930	931-940	941-950	951-960
961-970	971-980	981-990	991-1000

Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the SALES MANAGEMENT Survey of Buying Power to your own market areas.

Through MARKET STATISTICS, INC., the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the Survey would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

For further information on how to use the Survey of Buying Power on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC. 432 Fourth Avenue, New York 16, N. Y. (Telephone MU. 4-3559).

MARKET STATISTICS, INC.
RESEARCH CONSULTANTS TO SALES MANAGEMENT
432 Fourth Ave., New York 16, N. Y. MU-4-3559



Sales Doubled When Ingram Analyzed Its Limited Market

Only a relatively small proportion of families know, like and eat Mexican-type foods. Big question: What could a small company do to find its prospects, strengthen its distribution in the right places, improve its sales promotion?

If you have a group of products of limited potential, how do you increase sales with a limited promotion budget?

Market research provided the answer for Ingram's Food Products Co., Oakland, Cal.

A decade ago the firm started manufacturing Mexican-type fresh foods—enchiladas, tamales, tortillas—for the restaurant trade in the San

Francisco Bay area, continued in this way until John Reading, son of Ingram's founder, returned from Army service in World War II. He saw the imaginative merchandising done by modern food markets and supers; saw, too, the growing consumer acceptance of ready-cooked products.

In 1952 Ingram's added a frozen line, Red's Early California Food. Along with the original fresh line, it

BY ELSA GIDLOW

sold well once it was known and established. But growth was slow; so was turnover. It was hard to find distributors interested in pushing the products.

Then with the aid of Robert Boehm-Myro Associates, San Francisco, management and marketing consultants, Ingram's conducted a thorough scientific market research. "We made a sales tool of market research," say partners John Reading and John Martin.

As a result of research findings, the company decided, among other things, to: (1) Print a leaflet explaining the change of product name from Mexican-Type Foods Products to Early California Foods (California foods of today called "Spanish" or "Mexican" are the native foods of the Western Indian, which were altered to satisfy the palate of the Spanish colonists); (2) introduce a new polyethylene bag offering 10 tamales for \$1 for family and party consumption.

The first year's program, which included an intensive merchandising drive, searching revision of the distributor list, and pin-point sales promotion, has resulted both in doubled volume and a sharply improved percentage of distribution coverage of the company's original sales area.

In considering the research that led to this improved sales picture, the company and its consultants realized they must determine:

1. The potential for Mexican food generally, and for items in the line particularly.

2. Exact number of retail outlets equipped to handle the fresh and/or frozen products, and store categories (Class A and Class B).

3. Why distributors were not doing a better job of selling the frozen line (for the most part the fresh line was sold by the company direct).

4. Why stores stocking the products were not taking larger quantities; whether they were satisfied with the service given by distributors.

5. Demand for tamales, tortillas and enchiladas among customers of better retail outlets; competitive products in these stores; amount of space stores were willing to give the Ingram line.

6. How retail store operators could, with Ingram help, increase sales of Mexican-type foods—and Ingram's.

7. Consumer preferences for and

acceptance of Mexican-type food and packages.

8. How most effectively and least expensively to win consumer interest.

The company found that (1) it was sharing the market for its kind of product with 22 competitors, some well established in the stores; (2) the consumer group logically offering the most potential users (Mexican or Latin) numbered about 268, 185 in its area of distribution; (3) a high percentage of these potential users, when dining at home, preferred to make their own tamales and enchiladas.

To Please the Palate

To increase sales, the company reasoned, it would have to appeal to other Americans than the "naturals" for Mexican-type food. This meant adapting the products to the American palate which, in general, does not appreciate a too richly spiced or "hot" dish.

In its study of retail outlets the research team saw that Ingram's selling effort should be directed solely to Class A and B stores: Only these large, modern outlets are equipped with sufficient refrigerated storage space and display space (from 8 to 15 feet) to take on the line. This narrowed down the number of outlets to 3,375 (independents and chains) in Northern California. All were prospects for the frozen line but only the chain stores qualified for the fresh line with adequate refrigeration facilities, storage and distribution.

Having only three products to sell, Ingram's realized it would be impractical to hire a sales staff. Yet distributors had not been doing a satisfactory job. Why? Was the company to blame?

The research team called on distributors, asked them for the names of retailers they supplied regularly with the company's products. The team then went to the stores. Most of them were not stocking Ingram products and did not know of them. Those who did were unaware of the source of supply. In one case, a distributor supplied the names of 50 stores he thought he was servicing with Ingram's; only 10 had the product in stock at the time of the researcher's calls.

Cross-checked, store managers and operators were asked if they had the Ingram brand in stock, and how it sold. In too many instances they did not know they had the brand in their cabinets, or said they did not stock it, yet when a check was made, discovered they did have it. In short, the wholesale distributor did not

know whom he was supplying; the retailer did not know what he had in his frozen-food cabinet or on the shelf.

A further probe of distributors' indifference to the Ingram line revealed that (a) sales were not large enough for distributors to get steamed up about; (b) the driver-salesmen who serviced up to 30 customers a day had little time to do a selling job and no reason for giving special attention to the Ingram line; (c) the company had provided neither outstanding support of its products to stimulate the distributor, nor any incentive to spark the drivers' efforts at the point-of-purchase.

At the same time, it was found that demand *did* exist among customers of Class A and B stores for products of this kind, if modified to appeal to average tastes, or made available in a choice of "mild" or "hot." Tamales were found to be increasing in popularity; some other items, notably chili con carne (which Ingram's does not make) were showing a drop. The trend held true both for institutional and retail store sales.

With this market data before it, Ingram's launched a sales-improvement course.

First, distributor driver-salesmen were "sold" the high quality of the product and consumer preference for the line. Then the trade was called on systematically, shown the new product and its widened appeal. Store personnel were "sold." Retailers were asked what would best help them to increase their sales of the Ingram brand.

A call-back was always made (1) for a check on how samples were liked, (2) a study of comments and suggestions, and (3) customer response to samplings. Questions also covered the package. The retailer was

asked on the first call or later, depending on his responsiveness, if the price margin was satisfactory; how it compared with the margin on competing products. The sales picture of each retailer was carefully noted.

Next, a consumer survey was made. Following his purchase of the product, the consumer was asked if he liked it, if he was satisfied with its taste, size and price, and if he would buy it again. In more than 75% of sampling areas the answer was yes; names of these potential customers were given to the store owner or manager—tangible evidence of demand and a reason to stock, display, and promote Ingram's products.

Packaging information also was gathered. For example: Many customers noted that the small metal clips, used to secure the tamales, were difficult to remove when the tamales had been heated for serving. Other findings influenced the company to print clear and simple directions on the package for new users.

In the case of fresh products, customers and retailers spoke up for a "window" type or cellophane-top package.

Retailers suggested these sales aids:

1. Dry ice displays to make possible spot displays in heavy traffic areas.
2. A coupon offer (10 cents off the retail price).
3. Advertising in drive-in theatres featuring names of stores where Ingram products could be bought locally.
4. Demonstration.

Ingram's now finds itself at this point of progress. Current production cannot keep pace with demand. The company is enlarging its plant, putting in new machinery, producing new products.

The End

REPRINTS ARE AVAILABLE

"The One Man in Twenty"

This article, reprinted from the March 15 Issue of Sales Management, tells the story of International Cellucotton Products Company's development of a complete sales manpower program.

The quantity is limited. Reprints are fifty cents each. Please send remittance with order. Address: Readers' Service Bureau, Sales Management, 386 Fourth Ave., New York 16, N. Y.

New Home Building in Metro Areas Exceeds National Non-Farm Average

From April 1950 through the end of December 1954 there was an addition of nearly 6,000,000 dwelling units in urban and non-farm U. S. The increase was 16.00%.

In 72 metropolitan areas where the number added was in excess of 10,000, the average increase was 17.19%. New units in these areas equal 60% of the national total.

The increase exceeded 25% in more than a score of areas, the top increases being:

San Jose	46.57%
Albuquerque	46.16
Miami	44.50
San Bernardino	38.84
Amarillo	38.81
Sacramento	36.98
San Diego	35.83
Dallas	33.00
Corpus Christi	31.88
Phoenix	30.83

All of the increases of 25% or more are south of the Mason-Dixon line or west of the Mississippi. Texas has 6 cities in that list; California, 5; Florida, 3.

Largest Gain

The largest absolute gain was in the New York - Northeastern New Jersey Metropolitan Area, which added 480,600 dwelling units. The Los Angeles area was second, with 446,763 new dwelling units and it was followed by the Chicago area with 200,196 units; the Detroit area with 165,268; San Francisco - Oakland with 128,132; Philadelphia with 122,722, and the Washington, D. C., area with 111,411.

Los Angeles is now the second metropolitan area in the United States, having passed Chicago with a current total of 1,969,000 dwelling units compared with 1,851,000 for the Chicago area.

The compilations were prepared by Homer Hoyt Associates, 3636 Sixteenth St., N.W., Washington 10, D. C. Allowances have not been made for demolition, as these figures are not available on a national basis, but such deductions are small and would not materially affect the totals.

Increase in Dwelling Units in U.S. Metro Areas

With 10,000 or more dwelling units added 1950 to January 1, 1955, ranked according to number of dwelling units added.

Metropolitan Area	Number Dwelling Units April 1950	Number Added 1950 to Jan. 1 1955	Total Jan. 1 1955	Percent Increase
1. New York-N.E. New Jersey	3,953,876	480,600	4,434,476	12.15
2. Los Angeles	1,521,849	446,763	1,968,612	29.36
3. Chicago	1,650,357	200,196	1,850,553	12.13
4. Detroit	858,027	165,268	1,023,295	19.26
5. San Francisco-Oakland	741,668	128,132	869,800	17.28
6. Philadelphia	1,052,537	122,722	1,175,259	11.69
7. Washington, D. C.	419,886	111,411	531,297	26.53
8. Miami, Florida	180,658	80,400	261,058	44.50
9. Baltimore	392,263	72,225	464,488	18.41
10. Houston	257,154	65,737	322,891	25.56
11. Cleveland	438,902	65,140	504,042	14.84
12. Dallas	197,203	65,062	262,265	33.00
13. San Diego	181,440	65,012	246,452	35.83
14. Boston	667,412	63,237	730,649	9.47
15. St. Louis	507,213	62,193	569,406	12.26
16. Atlanta	185,485	55,976	241,461	30.18
17. Pittsburgh	628,470	55,806	684,276	8.88
18. Minneapolis-St. Paul	337,792	51,000	388,792	15.10
19. Denver	181,410	50,416	231,826	27.79
20. San Jose	91,670	42,689	134,359	46.57
21. Buffalo	317,423	41,714	359,137	13.14
22. Milwaukee	253,384	41,050	294,434	16.20
23. San Bernardino	105,428	40,946	146,374	38.84
24. Seattle	252,396	38,428	290,824	15.23
25. Kansas City	263,768	37,292	301,060	14.14
26. Tampa-St. Petersburg	152,612	37,066	189,678	24.29
27. Memphis	137,985	36,378	174,363	26.36
28. Fort Worth	114,615	35,148	149,763	30.67
29. San Antonio	137,853	33,271	171,124	24.14
30. Cincinnati	283,957	32,811	316,768	11.55
31. Phoenix	108,047	33,314	141,361	30.83
32. Sacramento	87,253	32,265	119,518	36.98
33. Norfolk-Portsmouth	119,623	31,772	151,395	26.56
34. Columbus, Ohio	148,214	29,874	178,088	20.16

(Continued on page 113)

Increase in Dwelling Units in U.S. Metro Areas—cont.

Metropolitan Area	Number Dwelling Units April 1950	Number Added 1950 to Jan. 1 1955	Total Jan. 1 1955	Percent Increase
35. Birmingham	159,377	26,719	186,096	16.76
36. Indianapolis	171,642	25,519	197,161	14.87
37. Tulsa	81,251	25,000	106,251	30.77
38. New Orleans	207,086	24,601	231,687	11.88
39. Dayton	133,527	24,523	158,050	18.37
40. Jacksonville	91,027	23,477	114,504	25.79
41. Springfield-Holyoke	116,294	22,500	138,794	19.35
42. Oklahoma City	108,083	22,029	130,112	20.38
43. Portland, Ore.	243,840	21,963	265,803	9.00
44. Wichita	73,829	21,276	95,105	28.82
45. Albuquerque	43,443	20,054	63,497	46.16
46. Hartford	103,456	19,311	122,767	18.67
47. Providence	221,800	19,163	240,963	8.64
48. Richmond, Va.	94,539	17,878	112,417	18.91
49. Rochester, N. Y.	147,923	17,232	165,155	11.65
50. Youngstown	149,623	16,538	166,165	11.00
51. Nashville	91,575	16,483	108,058	18.00
52. Toledo	119,111	16,433	135,544	13.80
53. Akron	122,845	15,552	138,397	12.66
54. Salt Lake City	81,490	15,426	96,916	18.93
55. Corpus Christi	48,077	15,328	63,405	31.88
56. Bridgeport	77,919	14,362	92,281	18.43
57. Flint	75,845	13,838	89,683	18.25
58. El Paso	50,794	13,837	64,631	27.24
59. Spokane	55,139	13,373	68,512	24.25
60. Knoxville	94,610	12,946	107,556	13.68
61. Grand Rapids	89,191	12,859	102,050	14.42
62. Orlando	40,212	11,780	51,992	29.29
63. Charlotte	54,332	11,255	65,587	20.72
64. Amarillo	28,393	11,020	39,413	38.81
65. Greensboro-High Point	51,547	11,007	62,554	21.35
66. Omaha	107,762	10,930	118,692	10.14
67. Shreveport	52,477	10,893	63,370	20.76
68. Tacoma	50,112	10,870	60,982	21.70
69. Austin	45,945	10,864	56,809	23.65
70. Louisville	164,167	10,548	174,715	6.43
71. South Bend	60,732	10,354	71,086	17.05
72. Albany-Schenectady- Troy	160,114	10,160	170,274	6.41
73. New Haven	77,582	9,747	87,331	12.57
Total 73 Metro. Areas	20,874,093	3,588,964	24,463,057	17.19
Total U.S. Urban and Non-farm	37,105,259	5,938,900	43,044,159	16.00
Percent Total in 73 Metro. Areas	56.3	60.4	56.8	

3x5 CARD POCKET FILE



**FLIP ANY CARD
In or out instantly
GET AHEAD with
this ORGANIZER
and REMINDER**

**Dates of occasions
brought forward
without slipup.**

Carry all of your active notes in this Pocket File that has 8 tab dividers, and holds over 50 cards. Use it for prospect cards, business data, personal notes in conjunction with a home box file.

FLEXIBLE, NON-BULKY, DURABLE—no rigid metal—only slightly thicker than cards held within — carry in any pocket without damage or discomfort. Long wear vinyl cover.

Cards are held by 2 notches — notch them yourself with a 50¢ punch or get them from us.

Pocket File and 120 cards \$2.95 Pad. 10 DAY MONEY BACK GUARANTEE. Extra Ruler 100-40¢, 500-51.75.

Send check or M.O. to TELLURIC MFG. CO., P.O. Box 3306, Chicago 54, Ill.

"In this economy it is important that your Sales and Administrative people read Joe Donahue's booklet: 'Birth of a Salesman'." 25c per copy. Minimum order 25 copies.

Shamo Publishing Company

P. O. Box 779
South Bend, Indiana

KEEP YOUR NAME IN YOUR CUSTOMERS' HANDS PROMOTIONAL PENS

Finest quality Ball Point Pens—Smearproof Ink—Banker Approved—Interchangeable Cartridges. Imprinted with your name or trade-mark.

Also available in all chrome, all gold and in the new enameled pen and pencil sets, individually gift boxed. Write today for samples and illustrations.

DOVAL SALES COMPANY

Dept. SM, 158 W. 23rd Street, New York 11, N. Y.



Coming Soon

"Six Challenges
for Sales Managers"

by

James F. Bender, Ph.D.

How to Double Your Returns From Dollars Spent for Sales Research

A well-known research director shows how the products of an organized program of research can serve as effective management tools not only for the sales department, but for all other major departments. Are you using it well?

BY W. W. HEUSNER

Director, Market Research, Pabst Sales Co.*

Many research directors, when they take down their hair, discuss rather freely the problem they face in getting top management to make more use of market research. Many research directors appear to be more or less frustrated because they see their research facilities only partially used by management.

The purpose of this article is to examine the reasons why research is not being fully used and to suggest a method that will help both market research directors and top management to get more value out of the money they spend for market research.

Many top executives might be persuaded to establish market research (more properly called *sales* research departments), and many others would make more use of their departments, if they knew how research data could help them to arrive at nearly all major decisions. Certainly, many research directors would welcome increased demands on their departments.

Top Policy Answers

Data gathered by market research can throw light on a large number of top policy questions. Perhaps number one reason why top management does not use market research to help solve more of its problems is because management does not realize the over-all usefulness of market research data. Probably because of the name, "market research," management looks upon this department as one assisting only the sales and advertising departments. Actually, however, market research affects nearly all major policy decisions. It may be the fault of the

*Chicago, Ill.

research director that more use of market research data has not been made by the production, finance, and other departments.

In many cases the research director fails to realize all the uses for the data which his department collects and analyzes. This narrow use of market research is most common when the research department is under the sales or advertising manager. Research departments organized under the chief executive of a company are substantially broader in scope. This is probably the best reason for recommending that the market research department report directly to the chief executive, as do the legal, accounting, advertising, and sales departments.

Upset Subordinates?

Many executives hesitate to call upon the subordinates of other executives for information, feeling that they may interfere with some assignment already in work, and also because they do not want to step outside the normal chain-of-command.

In any event, the research director, if he is to assume his rightful responsibility, can and must show all branches of top management how his department can be used more completely. In this way, the research director gains importance within his organization and increases the status of market research as a field of endeavor.

If the research director has complete freedom, such as comes with the organization of his department under the chief executive, his task is much easier. But even so, management frequently forgets and the research director, himself, may overlook various applications of his data. One way

to keep management informed and reminded is for the research director to make up a check sheet. The idea of a check sheet is old, but its use as a guide to the research director and his management appears to be original.

To start this kind of a check list, place across the top of a sheet, in columns, all major policy decisions which face top management of your company. Down the left-hand side of the page list all functions market research can perform. It is here that top management can see many ways to obtain information useful in making policy decisions. Explain in some detail the kind of material developed in each market research function.

Make a check at the intersection of the top and side columns whenever you collect data which can be used to solve a policy problem. However, be sure that there is a real use for market research data in solving problems. The application of market data to a problem must not be too obscure; it must be an important application. If you do not have market data, or it is incomplete, and research can be helpful, make a check anyway and collect the facts when needed.

Take, for example, the market research function listed as "sales forecasting." This probably is as common a market research job as it is possible to pick. It can be used by all major operating departments. With a check chart, the research director can show how sales forecasting can tie in with each major division of an organization.

Three Basic Uses

It is perfectly clear that the operating department can use the market research department's forecasts on sales, by product, and by month, to:

1. Purchase the required raw material for each product for delivery at the time required for manufacturing in advance of sales.
2. Control the inventory of material and parts as well as the inventory of finished product to coordinate with the sales forecast.
3. Adjust hiring for training in advance of production, in line with the forecast of monthly sales—particularly in a tight labor market.

SALES RESEARCH—A MANAGEMENT TOOL

Top Management Decisions Influenced by Sales Research Findings

(A CHECK CHART FOR TOP MANAGEMENT AND RESEARCH DIRECTORS)

NORMAL FUNCTIONS OF SALES RESEARCH	PROBLEMS AND DECISIONS FACING TOP MANAGEMENT																																		
	PRODUCTION								SALES								ADVERTISING				FINANCE				GEN'L. ADMIN.										
	Product Changes—New and Old Products	Plant Location	Production Capacity Requirements	Inventory—Raw Material and Parts	Inventory—Finished Product	Manpower Requirements	Package Size—Design, etc.	Labor Relations—Wages—Hours, etc.	Potential of Markets—Total and Individual	Defining Market Areas	Selection of Method of Distribution	Location and Selection of Distributors	Distribution Required for Volume	Size and Organization of Sales Force	Control of Sales Force	Selection and Training of Salesmen	Compensation of Salesmen—Incentives	Price and Discount Policy	Budget Requirements	Distribution of Budget—Territory and Media	Selection of Media—Type	Selection of Copy Themes	Kind and Type of Point-of-Purchase	Working Capital Requirements	Fixed Capital Requirements	Credit Policy	Discount Policy	Stockholder Relations—Reports	Budgetary Control	Price Policies	Employee Relations	Public Relations	Government Regulations	Salary Scales	Dividend Policy
ANALYSIS OF ECONOMIC TRENDS..... Short term forecasts 1 yr. or less Long term forecasts over 1 yr. for industry and company All pertinent economic factors	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MEASUREMENT OF SALES POTENTIAL..... Total market Company's share Potential by market—State—Area Sales quotas—Terr.—Dist.—Total	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MEASUREMENT OF SALES TRENDS..... Effect of sales policy changes on company's position in industry Competitive trends	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
STUDIES OF PRODUCT AND PACKAGING..... New uses for old product New product utility Effectiveness of packaging	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ANALYSIS OF DISTRIBUTION..... Retail and wholesale distribution attained Retail and wholesale distribution available Outlet coverage of salesmen Efficient size of territory Preferred kinds of outlets	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ANALYSIS OF PROFITABILITY..... Of markets Of products Of territories Of distributors and retailers	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
DEMAND AND PRICE STUDIES..... Consumer income and demand Demand vs. price Geographical differences in demand	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ANALYSIS OF COMPETITION..... Product—Price—Sales method and policy—Volume	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
DETERMINING CONSUMER REACTION..... Product use Brand preference Buying habits Advertising themes and media Company prestige	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
DETERMINING DEALER REACTION..... To sales policy and credit policies To product and packaging To brand and competitive brands To sales force	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MEASURING ADVERTISING EFFECTIVENESS..... Readership—Listening Impact—Recollection Identification	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Are You Killing Sunday Comic Ads?

Are you one of the many advertisers switching Sunday comic ads to magazine supplements?

Well, if you are, big boy, better watch for leaks.

If you switched your Orlando comic ads to *This Week*, *Parade* or *American*, you are losing Central Florida's 400,000 population and its 500 million \$ market.

Why Because Orlando Sentinel's home-printed, home-edited, local Florida Magazine has three times the circulation of ALL OTHER SUPPLEMENTS combined, in our immediate five county area.*

These include the American Weekly, distributed by Miami Herald; *This Week Magazine*, distributed by Miami News and Florida Times-Union and *Parade*, distributed by the St. Petersburg Times.

Circulation of all three of these supplements in our five counties total less than 17,000 — while Our Own Florida Magazine totals almost 60,000. That's better than a three to one ratio over the combined field.

In Orange County alone, Orlando Sentinel's Florida Magazine leads *This Week* 28 to 1; it leads *American Weekly* 31 to 1; it leads *Parade Magazine* 855 to 1.

If you're switching from comics to Sunday Magazines, look out for derailments, such as Orlando and Central Florida's 500 million \$ market.

Florida Magazine can also give you ROP color.

*Source: ABC March 31, 1954

ORLANDO SENTINEL-STAR

MARTIN ANDERSEN—Editor, Owner, Ad-Writer & Galley Boy

Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney

FOR THOSE WHO CARE...

WHAT SALES COST

John T. Everett & Co. is an unique organization of manufacturers representatives with 12 field men, three offices and the most modern reporting methods. We cover the South from Virginia to Texas in the hardware field. Write for information.

JOHN T. EVERETT & CO.

35 South Cooper P.O. Box 8047
Memphis 4, Tenn.

The sales department will, of course, use the forecasts of area sales to:

1. Locate its sales organization to insure coverage of those areas when the greatest demand for the product probably will exist and to adjust the number of salesmen to the job to be done.

2. Follow and encourage salesmen whose volume in their territories is not up to forecast for the territory.

3. Adjust the sales department budget to the volume of sales shown in the forecast.

The advertising department will use the forecasts to:

1. Determine the amount of advertising required to support the forecast sales volume.

2. Select the media best suited to the areas of greatest probable demand and the product which will be in demand.

3. Distribute its advertising budget, by area and by product to bolster the weaker sales areas.

From these forecasts the financial department, treasurer, controller, and other financial officers, are able to:

1. Adjust credit terms, where necessary, to influence sales volume by area, and even by product.

2. Prepare for borrowing in advance of expanded production, and shrink borrowings where possible on the basis of reduced anticipated sales.

3. Assist in placing long-term debt on the basis of longer forecasts of sales, and demand studies, and the probable trend of interest rates.

Top Executive Uses

General administrative officers—president, executive vice-president, and others—may use the forecasts to:

1. Establish or check existent price and discount policies.

2. Adjust dividend rates on the basis of long-term forecasting of demand, sales and price.

3. Determine the need for expansion of production facilities and possible conversion of such facilities to new products for which future demand is more assured.

Perhaps the application of forecasting to various administrative problems is too obvious. If we take a function such as "Dealer Preference Studies,"

or "Consumer Preference Studies," the point will be clearer. Both are definitely market research functions. Certainly "Consumer Preference Studies" are solely a market research function, unless the company's sales force calls directly on the consumer.

The production department is interested, because these studies can show whether consumers prefer the company's products, and if not, what sales resistance in the products can be corrected. Thus, all of the production department policies that have to do with materials and finished product and packaging, may be involved in the findings on consumer preference.

Research Aids Sales Staff

The sales department is interested in operation of the sales force, the kind of wholesale and retail distribution preferred by the ultimate consumer, and the sales resistance its salesmen must be prepared to overcome. In the sales training program, emphasis should be placed on preference as determined by market research as a reason for distributors and retailers purchasing a product.

Naturally, advertising is interested because reasons for consumer preference are the bases for copy themes. And many times selection of the right copy themes can do much to overcome sales resistance.

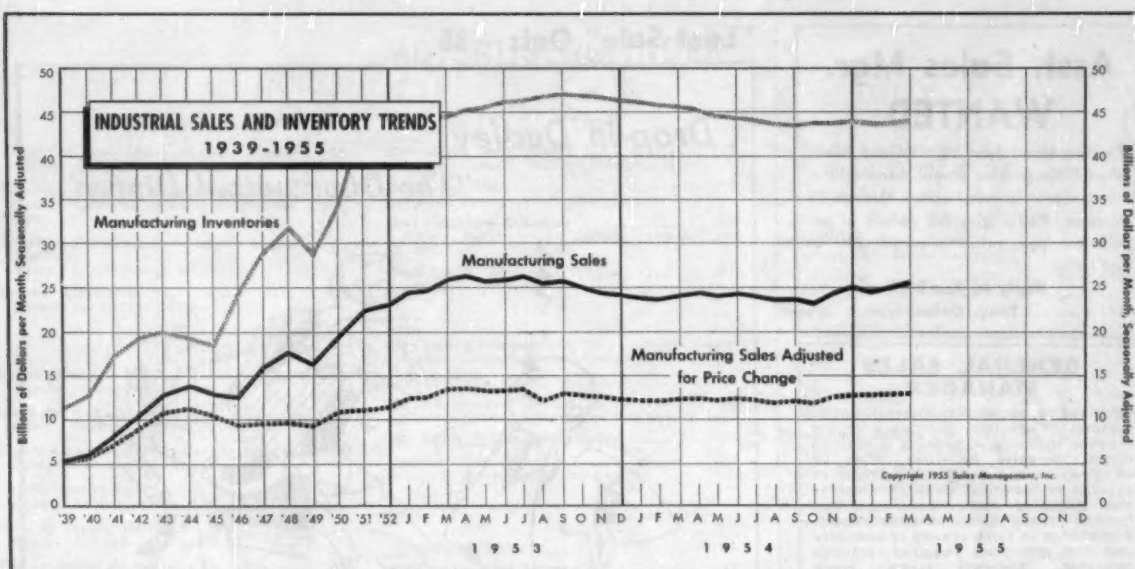
When might the financial department be concerned with consumer preference studies? When credit-extension policy affects consumer buying, or when lack of preference indicates need for capital outlays to eliminate sales resistance or to produce an entirely new product.

From the general administrative view, consumer preferences are affected by pricing and discount policies. In extreme cases, they may affect the rate of dividend payment when it becomes necessary to increase reserves in order to re-tool for an improved product more to consumer liking.

Consumer preferences, as determined by market research, also affect the company's attitude on state and Federal regulations in determining which regulations should be fostered or opposed. Consumer preferences also can furnish data to show the unpopularity of regulations with the majority of consumers, who are also voters. These studies also may be used to guide a public relations program.

With this check list constantly in mind, the research director can anticipate problems which will be facing top management. Thus, one research job might be modified to obtain data for several different kinds of problems.

The End



INDUSTRIAL SHIPMENTS in March reached the highest level since June, 1953, with no signs of tapering off. In fact, auto and steel schedules for April and May have been pegged high enough to permit monthly industrial ship-

ments to exceed \$26 billion—the all-time record. Even rail freight traffic, last to reflect the industrial boom, will register an increase of 7% in the second quarter over the second quarter of 1954.

EXECUTIVE SHIFTS IN THE SALES WORLD

Air-Way Industries, Inc. . . .

M. H. Pendergast to president.

American Chain & Cable Co. Inc. . . .

Vincent E. Lysaght to general sales manager.

American Foam Rubber Corp. . . .

William M. Barstow, Jr., to v-p, sales.

American Optical Co. . . .

E. Weldon Schumacher to president.

Beseler Visual Products Co. . . .

Theodore W. Sill, Jr., to v-p in charge of sales.

Chrysler Corp. . . .

A. B. Nielsen to general sales manager, DeSoto Division.

Crown Zellerbach Corp. . . .

Edward H. Walthers to sales manager, Distributor Sales Division.

The Glidden Co. . . .

Paul W. Neidhardt to general trade sales manager.

Hermetic Seal Products Co. . . .

Donald R. Morse to sales director and treasurer.

Horlicks Corp. . . .

M. J. Lloyd to president and treas-

urer; R. T. Carlson to v-p, sales and advertising.

Kennedy Valve Mfg. Co., Inc. . . .

Walter D. Wood to v-p, sales.

Koppers Co., Inc. . . .

Ralph Winslow, v-p, to direct new, company-wide marketing department.

Lunkheimer Co. . . .

Melvin W. Pauly to v-p in charge of sales. The company manufactures valves.

Nehi Corp. . . .

W. H. Glenn to president and general manager.

North American Equipment Corp. . . .

Richard Cowen to president, from general sales manager.

Purolator Products, Inc. . . .

James D. Abeles to president and chief executive officer; H. Joseph Markert to executive v-p.

Pyrofax Gas Corp. . . .

Frederick W. Frost to a v-p; was made sales manager in 1950 and manager in 1953.

Raymond Concrete Pile Co. . . .

Donald W. Moss to v-p, domestic sales.

Reddi-Wip, Inc. . . .

T. C. Thompson to director, marketing.

Rhineland Paper Co. . . .

Willmer J. Davis to director of sales.

Rockwood & Co. . . .

Donald E. West to v-p in charge of marketing, Consumer Products Division.

Russell, Burdall & Ward Bolt and Nut Co. . . .

John S. Davey to v-p; formerly assistant general sales manager.

F. & M. Schaefer Brewing Co. . . .

John T. Morris, director of marketing, to a v-p.

SKF Industries, Inc. . . .

Edwin R. Broden to executive v-p.

Standard Oil Co. . . .

John A. Miller to general manager, marketing, Esso Standard Oil Co., a subsidiary.

Trane Co. . . .

Thomas J. Hancock, formerly sales v-p, to an executive v-p and Board member.

The Upson-Walton Co. . . .

E. D. Baskin to director of sales and a company officer; formerly general sales manager.

The Vitamin Corporation of America . . .

S. C. Prusky to president.

J. B. Williams Co. . . .

Donald M. Paris to sales manager.

Asst. Sales Mgr. WANTED

Opening about June 1st with long established Ohio cooking utensil manufacturer selling direct to retail outlets through 30 salesmen. Please give full details of experience, age, salary required, etc. in first letter.

Reply to Box 250
Troy, Ohio

GENERAL SALES MANAGER

Progressive, successful Midwest manufacturer of specialty chemicals for the plastics industry is seeking a man to direct its sales activities. Must be imaginative and flexible, an executive capable of technical sales administrative planning and organizing. Also require strong personal sales record. Experience in some branch of specialty and fine chemicals required, plastics desirable. Moderate travel, home weekends. Desirable salary based on your qualifications, plus substantial bonus, pension plan. Please reply in detail, in complete confidence. Box 3113.

ASSISTANT TO SALES MANAGER

5 yrs mgt and sales exp.—BA Yale Univ and grad w/ in mktg and mgt-organizing & coordinating exp.—good genl bus background incl exec trng program—Familiar constn field. Wish asst to mktg exec with opportunity for growth into mgt. Prefer East, but will relocate. Reply Box #3114.

New! Safe! NATURAL RUBBER SKIDPROOF SHOWER SANDALS



\$2.00
PAIR
POST PAID

Perfect for home, locker-room or beach. Unique, non-skid rubber tread prevents slipping. Will not slide off feet. Smart looking—colorful—noiseless—sanitary. Helps prevent athlete's foot. Dries in seconds. Colors: Blue, Green or White. When ordering, give shoe size and color desired. Send check or M.O. Sorry, no C.O.D. Money back guaranteed.

ARGOSY ASSOC., INC., 74 Fifth Ave., N. Y. 11, N. Y.

"Lost Sale" Quiz #35

Drop-in Dudley

"The Disorganized Dipper"



... makes no attempt to plan his individual sales interviews as he calls back on his prospects and customers

HE LOSES SALES BECAUSE . . .

- (a) . . . he isn't ready with a sound "reason" for his call
- (b) . . . he doesn't realize he is interrupting a busy man
- (c) . . . he feels he can sell his product through repeated "friendly" calls

The prospect wouldn't even mind the untimely interruption if Dudley would only (a) have a good reason for his sales call. Naturally a busy prospect will resent the salesman who just "drops in." It shows a definite lack of consideration for a busy man's time. A little pre-planning can prevent this happening to you.

Every time you call back try to bring your prospect some news about your product—a new feature, a new use, a recent success in a field allied to his. Pre-planning has a second advantage too. If you know what you are going to say, you are ready with a "short version" when an unexpected interruption limits your interview.

© 1955 William G. Damroth & Co.

Editor's Note: Sixteen of these sales cartoon quizzes have been reprinted (size 8 1/2" x 11") in two colors on sturdy 70 lb. stock. Each of them points a lesson for salesmen and makes salesmen conscious of common selling faults. Order your copies now. Price: five cents per reprint. Send order and check to Sales Management magazine, 386 Fourth Ave., New York 16, N. Y.

ADVERTISERS' INDEX

Allied Van Lines, Inc. 86 Agency: McCann-Erickson, Inc.	Greensboro News-Record 107 Agency: Henry J. Kaufman & Associates	Northwest Orient Airlines 95 Agency: Cunningham & Walsh Inc.
American Chain of Warehouses, Inc. 29 Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	Grayhound Lines 99 Agency: Beaumont & Hohman, Inc.	Daily Oklahoman & Times 648 Agency: Lowe Runkle Company
American Telephone & Telegraph Company (Classified) 75 Agency: Cunningham & Walsh, Inc.	Grit Publishing Company 97 Agency: Arndt, Preston, Chapin, Lamb & Keen, Inc.	Old Forester 48A, 48B Agency: Ruthrauff & Ryan, Inc.
Argosy Associates, Inc. 118 Agency: The Furman Company, Inc.	Frederick E. Gymer 91	Orlando Sentinel-Star 116 Agency: Hammond, Inc.
Better Homes & Gardens 15-19 Agency: Kudner Agency, Inc.	Jam Handy Organization, Inc. 2nd Cover Agency: Campbell-Ewald Company	Parade Magazine 79 Agency: Calkins & Holden, Inc.
Booth Michigan Newspapers 47 Agency: The Fred M. Randall Company	Hile Damroth, Inc. 100	Philadelphia Bulletin 9 Agency: N. W. Ayer & Son, Inc.
Brown Forman Distillers Corporation 48A, 48B Agency: Ruthrauff & Ryan, Inc.	Hinde & Dauch 12 Agency: Howard Swink Advertising Agency, Inc.	Pioneer Rubber Company 8 Agency: Carr Liggett Advertising, Inc.
Buffalo Courier-Express 90 Agency: Baldwin, Bowers & Strachan, Inc.	The Schuyler Hopper Company 45	Portland Oregonian 98 Agency: Cole & Weber
Building Supply News 77 Agency: Arthur R. MacDonald, Inc.	Houston Chronicle 4 Agency: Kamin Advertising Agency	Railway Express Agency 3rd Cover Agency: Benton & Bowles, Inc.
The Burkhardt Company 64 Agency: E. C. Watkins & Company	Ideas for Industry 91	H. D. Rose Company, Inc. 80
Cappel MacDonald & Company 101 Agency: Don Kemper Company, Inc.	Indianapolis Star & News 21 Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	St. Paul Dispatch-Pioneer Press 94 Agency: E. T. Holmgren, Inc.
Copper-Harman-Slocum, Inc. 14 Agency: The Buchan Company	Industrial Distribution 27	Sales Management 60-69
Copper's Farmer 102 Agency: The Buchan Company	KFMB-TV (San Diego) 53 Agency: Patten-Holloway	San Diego Union & Tribune 60 Agency: Barnes Chase Company
Cellulastic Corporation 27 Agency: Heffernan & McMahon, Inc.	Kansas Farmer (Copper Publications) ... 84 Agency: Calkins & Holden, Inc.	The Scranton Times 85 Agency: Herald Advertising, Inc.
Chicago Sun-Times 103 Agency: John W. Shaw Advertising, Inc.	Keeney Publishing Company 23 Agency: Wm. J. Williams Advertising Agency	Seattle Times 83 Agency: Cole & Weber
Chicago Tribune 4th Cover Agency: Foote, Cone & Belding	Kleen-Stik Products, Inc. 59 Agency: Burlingame-Grossman Advertising	Shamo Publishing Company 113
Civil Engineering 8 Agency: The McCarty Company, Inc.	Look Magazine 10-11 Agency: McCann-Erickson, Inc.	Sioux City Journal & Tribune 78
Cleveland Press 87 Agency: Fuller & Smith & Ross, Inc.	Los Angeles Herald Express 76 Agency: C. B. Juneau, Inc.	Standard Group of Outdoor Advertising Companies 64A Agency: Calkins & Holden, Inc.
A. B. Coffman Associates 100 Agency: Robert Straub & Company	Louisville Courier-Journal & Times 22 Agency: Zimmer McClaskey Advertising	Stein Brothers Manufacturing Company (Turkide) 84 Agency: The Phil Gordon Agency Inc.
Columbus Dispatch 24-25 Agency: Charles F. Dowd, Inc.	Market Statistics 109	Sweet's Catalog Service 51, 80 Agency: The Schuyler Hopper Company
H. S. Crocker Company 91 Agency: Brisacher, Wheeler & Staff	Mayfair & Lennox Hotels 22 Agency: H. George Bloch Advertising Company	The Syracuse Newspapers 105 Agency: The William T. Lane Company
Crosley, S. D. Surveys, Inc. 52 Agency: Russell, Birdwell & Associates	McGraw-Hill Publishing Company, Inc. ... 6-7 Agency: Fuller & Smith & Ross, Inc.	Telluric Manufacturing Company 113 Agency: E. H. Brown Advertising Agency
Davenport Times-Democrat 91 Agency: The L. W. Ramsey Advertising Agency	Memphis Press Scimitar-Commercial Appeal 66 Agency: Rosengarten & Steinke, Inc.	Thomas Publishing Company 3 Agency: W. N. Hudson Advertising
Dell Publishing Company 71 Agency: Robert W. Orr & Associates, Inc.	Miami Herald 16 Agency: August Dorr Advertising	Time Magazine 15 Agency: Young & Rubicam, Inc.
Detroit News 13 Agency: W. B. Doner & Company	Midwest Farm Paper Unit 28 Agency: Olmsted & Foley	Town Journal 61 Agency: Lewis & Gilman, Inc.
Des Moines Register & Tribune 35 Agency: The Buchan Company	Mill & Factory 63 Agency: Hazard Advertising Company	Troy Record Newspapers 73
Dickie-Raymond 17	Milwaukee Journal 5 Agency: Klau-Van Pietersom-Dunlap & Associates, Inc.	U. S. News & World Report 30-31 Agency: The Caples Company
Doyal Sales Company 113 Agency: Fradkin Advertising, Inc.	Minnesota Mining & Manufacturing Company 57 Agency: Batten, Barton, Durstine & Osborn, Inc.	United Van Lines, Inc. 81 Agency: Kelly, Zahndt & Kelly, Inc.
Elks Magazine 2 Agency: The McCarty Company	Moline Dispatch-Rock Island Argus 90 Agency: Clement T. Hanson Company	Visual Methods, Inc. 80
John T. Everett & Company 116 Agency: Archer & Woodbury	National Folding Box Company, Inc. 55 Agency: Smith, Hagel & Snyder, Inc.	WATV (Newark) 20 Agency: Atlantic Advertising Company
Farmer Stockman 48 Agency: Lowe Runkle Company	New York Journal American 1 Agency: Bernice Fitz-Gibbon, Inc.	WHO (Des Moines) 26 Agency: Doe-Anderson Advertising Agency
Federated Publications, Inc. 2 Agency: Denman & Baker, Inc.	New York Times 54 Agency: Lewin, Williams & Saylor, Inc.	Worcester Telegram Gazette 108 Agency: C. Jerry Spaulding, Inc.
First 3 Markets Group, Inc. 89 Agency: Anderson & Cairns, Inc.	New Yorker Magazine 32 Agency: Anderson & Cairns, Inc.	
	North American Van Lines, Inc. 107 Agency: Applegate Advertising Agency	

THE SCRATCH PAD

By T. Harry Thompson



The date reminds me: The office-boy says that what *he* pays is a slim-come-tax."

It doesn't follow that the *mister* of the house is the *master*.

One of the formulas for good commercials, according to the *Television Dictionary/Handbook* (Sponsor Services, Inc.), is AIDMA, which parses as Attention, Interest, Desire, Memory, Action.

KUMQUATS: Baby citrous.

THE CORN-CRIB

MYRT: "Is your wife outspoken?"

BERT: "Not by anyone I know."

Super markets account for only 5% of the retail food-outlets, but they did 48% of the grocery-store business in 1953, The Borden Co. reports. Incidentally, Borden was among the first to schedule six pages of advertising in *Reader's Digest*.

An Esther Williams picture, *Time* quips, is generally so much water over the dame.

The telephone companies have sales-problems, too. It's years before they get their bait back after a new installation. And, so far, telephones are a market that has never reached the saturation-point.

As every outdoor-poster man knows, it's a long road that has no *earning*.

The railroads could say: "Travel by train, weather or not."

Students of typing are familiar with the classic phrase containing all 26 letters of the alphabet: "Quick brown fox jumps over the lazy dog." A Cryptogram comes up with another: "Pack my box with five dozen liquor jugs."

"Stand on this page," says a 72-point head, "and see how easily you can read the new Detecto Bathroom Scale." The dial is actual size, making the ad a real demonstrator.

A cynic observes that the Speaker of the House is usually a bachelor.

Neatest Trick of the Week: A suicide item in a local paper said: "An empty bottle containing sleeping-pills was found in the medicine-chest." (Spotted by "Short Takes.")

We are better off without the patent-medicine advertising of an earlier era, of course. But a couple of alleged testimonials of that day are worth recalling: "Dear Doctor: When I began your treatment, I had a wart on the back of my neck to which I buttoned my collar. After taking two bottles of your celebrated wart-remover, I can now hang my hat and coat on it." And again: "Dear Doctor: My husband was at death's door and you pulled him through." Ah, vaudeville!

There is no progress without risk. Only God can cover every contingency in advance.

To this neologist, the coinage *automation* doesn't quite come off, yet I'm stuck for a better word. The phrase *air-conditioning* seemed inadequate at first, too, yet it caught on through repetition.

York Corporation's Sid Lehair tells me about the smart craft near his place on Lake Meguntcook, Maine, with this distinctive name: "Damfino."

STABLE: Bridle suite.

One of the hoaxes of all time: Wishing will make it so. On the other hand, if you let it, life is just a bowl of worries.

Words Can Be Fun Dep't.: You buy a new *suit*. Your pastor buys a new *soutane*. Again: People who *pun* are not necessarily *pundits*.

Correction: Wishing *will* make it so for a Congressman who wishes he had a better salary.

★ ★ ★ ★ ★

Five-Star Final
IN BARNUM'S TIME

It is probably apocryphal, but the saying that there's a sucker born every minute, with two to take him, is traditionally attributed to Phineas Taylor Barnum, great American showman who folded his tent in Grandfather's time, circa 1891.

Giving credence to the allegation is that story of the sign in Barnum's Circus, reading: "This Way to the Egress." Expecting to see some rare animal, the peasants pushed through and found themselves on the outside, having to pay another admission to get back in!

Such cuteness may have inspired a grocer of that day to employ a harmless dodge to unload some unwanted goods. Seems a shipment of canned salmon arrived *white* instead of the normal *pink*. Though perfectly edible, the white salmon was a white elephant till the grocer had a hunch. He advertised: "Genuine Kennebec salmon, guaranteed not to turn pink." His customers bought out the lot!

Less excusable was the mail-order advertiser who asked readers to "Send \$1 for 12 useful household articles." What did they get? A dozen clothespins! The law jerked him up short, as it did another advertiser who offered a "Fine steel engraving of George Washington for \$1." What the reader got for his dollar was a 2-cent stamp with George's picture on it.

We have come a long way in sales and advertising since Barnum's time. There are still charlatans and crooks who would like to operate a sucker game, but their chances of getting away with it are less than they were at the turn of the century, thanks to watchdogs like the Better Business Bureau.

★ ★ ★ ★ ★

SALES MANAGEMENT



He saw Madame and this he asked her
"How can I get my shipments faster?"



He took her advice, what it was you can guess
Now orders come swiftly by RAILWAY EXPRESS!

The big difference is

Railway Express makes the big difference in speed, economy, and safe, sure delivery. Whether you're sending or receiving, whether your shipment is big or small, and whether it's moving by rail or air, it will pay you to specify shipment by Railway Express. It's the complete shipping service in the American tradition of private enterprise.



...safe, swift, sure

SELLS BEST ON BOTH SIDES OF THE COUNTER!



MORE RETAILERS will stock your brand and push it more in their own promotion when you build your advertising plan around the newspaper. It is the medium in which, more than any other, they place their own advertising. It is the one from which their customers do practically all their buying.

Reaching hundreds of thousands more families than read any other Chicago newspaper, the Tribune has the greatest coverage of the multibillion dollar Chicago market. It gets buying action unequalled by any other medium. During the twelve months ended December 31,

1954, the buying of readers attracted to the Tribune over \$55,000,000.00 in advertising—far more than has ever been placed in a similar period in any other newspaper in the world.

The families who read the Tribune are your best—and basic—Chicago prospects. A Tribune representative will be glad to discuss with you a plan that will help you build a consumer franchise for your brand among the families who read the Tribune that will increase your sales and give you a stronger market position. Why not ask him to call now while the matter is fresh in your mind?

CHICAGO TRIBUNE

Chicago
A. W. Dreier
1333 Tribune Tower

New York City
E. P. Struhsacker
220 E. 42nd St.

Detroit
W. E. Bates
Penobscot Bldg.

San Francisco
Fitzpatrick Associates
155 Montgomery St.

Los Angeles
Fitzpatrick Associates
3460 Wilshire Blvd.